

2012



Glossary of Health Care Terms | Search Keywords...



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**Nashoba Valley Medical Center - Acute Care Unit**

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**Performance Measures**

Acute Care  
[Acute Care Unit](#)  
 Adult & Pediatric Medical / Surgical Combined  
 57 Hospital Licensed Beds

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

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:	16.95
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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
LPN	7am-3pm	8.00		1.00				1.00	1.00
Unclassified Assistive Personnel	7am-3pm	8.00	2.00	1.00	2.00	2.00	2.00	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
LPN	3pm-11pm	8.00		0.38				0.38	0.38
Unclassified 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
LPN	11pm-7am	8.00							
Unclassified 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)	7.12
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.12
<b>Actual Worked Hours Per Patient Day</b>	<b>8.74</b>
% Difference	22.75%
<a href="#">Click here for more information</a>	

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	

**Additional Unit Information:**  
 Phasing out the LPN role moving towards the BSN workforce 24 / 7 hospitalist team Security is available for patient watch situations Certified nursing assistants for patient safety watches Nurse manager physically present days into evening but available 24/7 Staff educator shared with other units Pharmacist on call after 9 pm PT available til 8 pm

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	
Licensed Social Services / Case Management	X		
Spiritual Services			
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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**Performance Measures**

## Nashoba Valley Medical Center - Intensive Care Unit

Acute Care  
[Intensive Care Unit](#)  
 Adult Critical Care - Medical / Surgical Combined  
 57 Hospital Licensed Beds

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

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:	3.99
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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	8.00	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
Night Shift									
RN	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)	11.97
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	11.97
<b>Actual Worked Hours Per Patient Day</b>	<b>13.55</b>
% Difference	13.20%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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			

**Additional Unit Information:**

Unit is a mix of ICU level patients, post-op patients and overflow patients from med-surg tele Pulmonologist is medical director of ICU Staff educator is shared with other departments Pharmacist on call after 9 pm

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

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

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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Performance Measures

Acute Care

[Emergency Department](#)

57 Hospital Licensed Beds

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

Patient Population :	Adult & Pediatric	Specialty Services :	Certified (AHA) Stroke Center
Types of Services Provided:	Mixed Acuity		
Average Daily Visit Volume:	42.51		
Total Emergency Visits:	15559		

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.

Direct Caregivers	Number of Staff												Total
	7am	8am	9am	10am	11am	12	1pm	2pm	3pm	4pm	5pm	6pm	
RN	2.00	2.00	3.00	3.00	4.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	46.00
Paramedic			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			8.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>54.00</b>
Direct Caregivers	7pm	8pm	9pm	10pm	11pm	12	1am	2am	3am	4am	5am	6am	Total
RN	5.00	5.00	4.00	4.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	34.00
Paramedic	1.00	1.00	1.00	1.00									4.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>38.00</b>

Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.15
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Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.15
Actual Worked Hours Per Patient Visit	2.08
% Difference	-3.26%

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	X
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Respiratory Therapy Support	X	X	X
Clinical Pharmacist	X	X	
	X		

Additional Unit Information:

Nurse manager is physically present on days but has 24/7 accountability and does work shifts in ED Staff educator shared with other departments Security ..contract service on site 24 /7 Behavioral health provided by outside agency Interpreter services by outside agencies, telephonic and computerized services available 24/7 ED registration and ED clerical support are the same person on 11-7

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared

Licensed Social Services / Case Management			
Rapid Response Team	X	X	X
Spiritual Services			
Nurse Practitioner / Physician Assistant			
Security	X	X	X
Behavioral Health Counselor	X	X	X
Intern / Resident			
ED Registration Staff	X	X	X
Patient Greeter			
Financial Counseling	X		
Interpreter	X	X	X
Other			

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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2011



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**Nashoba Valley Medical Center - Acute Care Unit**

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**Performance Measures**

Acute Care

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

[Acute Care Unit](#)

Adult & Pediatric Medical / Surgical Combined  
57 Hospital Licensed Beds

Date of Services Budgeted: FY 2011

Average Number of Patients Per Day:	18.00
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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.

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
<b>Day Shift</b>									
RN/LPN	7am-3pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unclassified Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Other	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Evening Shift</b>									
RN/LPN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unclassified Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Other	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Night Shift</b>									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unclassified 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)	7.53
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.53
<b>Actual Worked Hours Per Patient Day</b>	<b>8.68</b>
% Difference	15.27%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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

**Additional Unit Information:**

NUR, the nursing documentation component of Meditech, has been and continues to be a major focus. Go live is November 9th

**Other Team Members:**

During the day time hours, the nurse manager and clinical lead serve as resources and back up for the staff. On the evening and night shifts(after 4 pm), a

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

designated nursing supervisor continues in that role. The nursing supervisor is present 24 hours per day weekends and holidays. Mental health care is provided through a contracted service and is on-call for our patients 24/7. We have not used agency staffing this fiscal year. We have only 1 open position and are interviewing currently.

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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**Performance Measures**

## Nashoba Valley Medical Center - Intensive Care Unit

Acute Care  
[Intensive Care Unit](#)  
 Adult Critical Care - Medical / Surgical Combined  
 57 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2011

Average Number of Patients Per Day:	4.00
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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.

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
<b>Day Shift</b>									
RN	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Other	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Other	3pm-11pm	8.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Night Shift</b>									
RN	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)	14.46
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	14.46
<b>Actual Worked Hours Per Patient Day</b>	<b>13.10</b>
% Difference	-9.41%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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	X	
IV Therapy Team / Line Access			

Additional Unit Information:
This unit has a mix of patients including ICU, telemetry boarder and medical-surgical overflow. This may be done for staffing balance and for patients who benefit from the lower staffing ratio, but aren't true ICU patients. NUR, the nursing documentation component of Meditech, has been and continues to be a major focus for this unit. Go Live is Novemebr 9th
<b>Other Team Members:</b>
Nursing supervisor is available from 4 pm weekdays through 7 am Nursing supervisor is also available

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

weekends and holidays 24 hrs per day Mental health services are provided by a contracted service and are available on call 24/7 Case management is on site Monday through Saturday.

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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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**Performance Measures**

## Nashoba Valley Medical Center - Emergency Department

Acute Care  
[Emergency Department](#)  
 57 Hospital Licensed Beds

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

Patient Population :	Adult & Pediatric	Speciality Services :	Certified (AHA) Stroke Center
Types of Services Provided:	Acute Care		
Average Daily Visit Volume:	43.48		
Total Emergency Visits:	15872		

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.

Direct Caregivers	Number of Staff												Total
	7am	8am	9am	10am	11am	12	1pm	2pm	3pm	4pm	5pm	6pm	
RN	2.00	2.00	2.00	3.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	46.00
Paramedic					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	8.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>66.00</b>
Direct Caregivers	7pm	8pm	9pm	10pm	11pm	12	1am	2am	3am	4am	5am	6am	Total
RN	5.00	5.00	5.00	4.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36.00
Paramedic	1.00	1.00	1.00	1.00									4.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>52.00</b>

Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.71
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Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.71
<b>Actual Worked Hours Per Patient Visit</b>	<b>2.10</b>
% Difference	-22.51%
<a href="#">Click here for more information</a>	

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

**Additional Unit Information:**

This department has been and continues to be under significant construction with completion expected around the 1st of December, 2 months into our FY 11. This department recently went live with the nursing documentation module (EDM) moving towards the goal of electronic medical record. This has required additional staff time for training.

**Other Team Members:**

Behavioral Health is available as a contracted service and are on-call for our patients 24/7. Nursing supervisor is available from 4 pm until 7 am on

Respiratory Therapy Support	X	X	X
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Rapid Response Team	X	X	X
Spiritual Services			
Nurse Practitioner / Physician Assistant			
Security	X	X	X
Behavioral Health Counselor			
Intern / Resident			
ED Registration Staff	X	X	
Patient Greeter	X		
Financial Counseling	X		
Interpreter			
Other			

weekdays (nurse manager serves in that role weekdays) Nursing supervisor is available 24 hrs a day on weekends and holidays. Interpreting services are arranged through language line for telephonic services, through contracted services for live interpreting and through MA commission for the deaf for our patients in need of ASL.

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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**Nashoba Valley Medical Center - Acute Care Unit**

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**Performance Measures**

Acute Care  
[Acute Care Unit](#)  
 Adult & Pediatric Medical / Surgical Combined  
 57 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	18.00
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN/LPN	7am-3pm	8.00	4.00	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	2.00
Other	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
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Other	3pm-11pm	8.00	1.00	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	3.00
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)	7.53
Actual Worked Hours Per Patient Day	9.02
% Difference	19.79%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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

Additional Unit Information:  
 adult/pedi unit with medical-surgical-telemetry expertise

Other Team Members:  
 nursing supervisor on evenings and nights / nurse manger serves in that capacity on the day shift

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

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



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**Performance Measures**

## Nashoba Valley Medical Center - Intensive Care Unit

Acute Care

[Intensive Care Unit](#)

Adult Critical Care - Medical / Surgical Combined

57 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	4.00
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Other	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Night Shift									
RN	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)	14.46
<b>Actual Worked Hours Per Patient Day</b>	<b>14.68</b>
% Difference	1.52%

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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	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	X	
Clinical Pharmacist	X	X	

Additional Unit Information:

Other Team Members:  
nursing supervisor

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

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



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**Performance Measures**

## Nashoba Valley Medical Center - Emergency Department

Acute Care  
[Emergency Department](#)  
 57 Hospital Licensed Beds

Patient Population :	Adult & Pediatric	Speciality Services :	Certified (AHA) Stroke Center
Types of Services Provided:	Acute Care		
Average Daily Visit Volume:	45.33		
Total Emergency Visits:	16546		

Date of Services Reported: FY 2010

Direct Caregivers	Number of Staff												Total
	7am	8am	9am	10am	11am	12	1pm	2pm	3pm	4pm	5pm	6pm	
RN	2.00	2.00	2.00	3.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	46.00
Paramedic					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	8.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>66.00</b>
Direct Caregivers	7pm	8pm	9pm	10pm	11pm	12	1am	2am	3am	4am	5am	6am	Total
RN	5.00	5.00	5.00	4.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36.00
Paramedic	1.00	1.00	1.00	1.00									4.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>52.00</b>

Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.60
Actual Worked Hours Per Patient Visit	2.71
% Difference	4.23%

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X	X	
IV Therapy Team / Line Access			
Respiratory Therapy Support	X	X	X
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Rapid Response Team	X	X	X
Spiritual Services			

Additional Unit Information:

Other Team Members:

A nursing supervisor is in the house evenings and nights and 24 hours weekends and holidays We also have emt's in the ED included in paramedic category Interpreters are available 24/7 through 2 companies that we use for live coverage and 1 for telephonic coverage We have contracted behavioral health services



Nurse Practitioner / Physician Assistant			
Security	X	X	X
Behavioral Health Counselor			
Intern / Resident			
ED Registration Staff	X	X	
Patient Greeter	X		
Financial Counseling	X		
Interpreter			
Other		X	X

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



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2009



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**Performance Measures**

**Nashoba Valley Medical Center - Acute Care Unit**

Acute Care

[Acute Care Unit](#)

Adult & Pediatric Medical / Surgical Combined

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	17.86
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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	8.00	4.00	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	2.00
Other	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift										
RN/LPN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Other	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Night Shift										
RN/LPN	11pm-7am	8.00	3.00	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	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.59
Actual Worked Hours Per Patient Day	8.24
% Difference	8.52%
<a href="#">Click here for more information</a>	

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	X	
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X

Additional Unit Information:  
adult/pedi med-surg/tele

Other Team Members:  
nursing supervisor

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

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



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## Nashoba Valley Medical Center - Intensive Care Unit

Acute Care

[Intensive Care Unit](#)

Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	4.51
-------------------------------------	------

Direct Caregivers		Scheduled Hours	Shift Length	Number of Staff						
				Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift										
RN	7am-3pm	8.00	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Other	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	2.50	2.50	2.50	2.50	2.50	2.50	2.00	2.00
Other	3pm-11pm	8.00	0.25	0.25	0.25	0.25	0.25	0.25		
Night Shift										
RN	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)	14.22
Actual Worked Hours Per Patient Day	12.74
% Difference	-10.38%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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	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	X	
Clinical Pharmacist	X	X	

Additional Unit Information:
adult critical care with telemetry and med surg boarders
Other Team Members:
nursing supervisor



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

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



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**Performance Measures**

## Nashoba Valley Medical Center - Emergency Department

Acute Care

[Emergency Department](#)

Patient Population :	Adult & Pediatric	Specialty Services :	Certified (AHA) Stroke Center
Types of Services Provided:	Acute Care		
Average Daily Visit Volume:	46.11		
Total Emergency Visits:	16831		

Date of Services Reported: FY 2009

Direct Caregivers	Number of Staff												Total
	7am	8am	9am	10am	11am	12	1pm	2pm	3pm	4pm	5pm	6pm	
RN	2.00	2.00	2.00	3.00	4.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	46.00
Paramedic					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	8.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>66.00</b>
Direct Caregivers	7pm	8pm	9pm	10pm	11pm	12	1am	2am	3am	4am	5am	6am	Total
RN	5.00	5.00	5.00	4.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36.00
Paramedic	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	4.00
Other	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>52.00</b>

Plan / Budgeted Direct WHPV (Worked Hours Per Patient Visit)	2.55
<b>Actual Worked Hours Per Patient Visit</b>	<b>2.54</b>
% Difference	-0.38%

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	X
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X	X	
IV Therapy Team / Line Access			
Respiratory Therapy Support	X	X	X
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Rapid Response Team	X	X	X
Spiritual Services			
Nurse Practitioner / Physician Assistant			

Additional Unit Information:

Other Team Members:

A nursing supervisor is in the house evenings and nights and 24 hrs per day weekends and holidays. This RN is not included in the numbers We do not have paramedics in the ED, but we do have EMT's Interpreters are available 24 hours a day, 7 days a week through a contracted telephonic service, Language Line. We also have the ability to book live interpreters through Cross Cultural or Language Link. We have a licensed independent social worker on staff and have behavioral health services through herbert Lipton, a contracted service.

Security	X	X	X
Behavioral Health Counselor			
Intern / Resident			
ED Registration Staff	X	X	
Patient Greeter	X		
Financial Counseling	X		
Interpreter			
Other		X	X

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

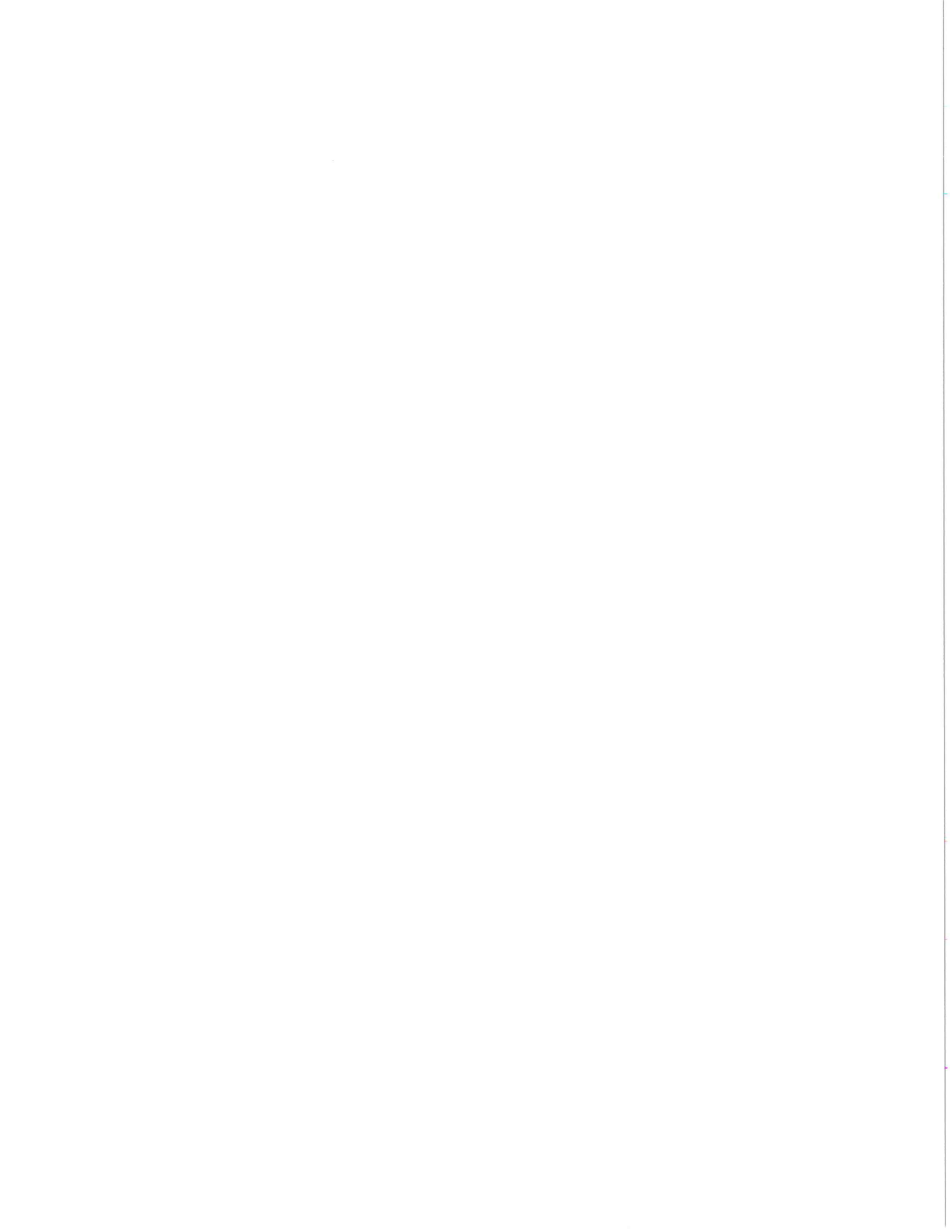


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**Performance Measures**

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	21.03
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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	8.00	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
Other	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Evening Shift									
RN/LPN	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
Other	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	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
Other	11pm-7am	8.00							

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.57
Actual Worked Hours Per Patient Day	8.79
% Difference	16.19%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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

Additional Unit Information:

Other Team Members:

Clinical pharmacist on call 24/7 Hospitalist on call 24/7 Telemetry RN 24/7 Nurse manager (director) not included in numbers



Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X	X	
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist	X		
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**

**Nashoba Valley Medical Center - Intensive Care Unit**

Acute Care

[Intensive Care Unit](#)

Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	4.51
-------------------------------------	------

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
Other	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	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Other	3pm-11pm	8.00	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30

Night Shift										
RN	11pm-7am	8.00	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	16.41
Actual Worked Hours Per Patient Day	12.26
% Difference	-25.29%
<a href="#">Click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
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:**  
 budget based on having true ICU patients...would be lower for medical-surgical and telemetry patients

Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist	X		
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**

## Nashoba Valley Medical Center - Emergency Department

Acute Care  
[Emergency Department](#)

Patient Population :	Adult & Pediatric	Speciality Services :	Certified (AHA) Stroke Center
Types of Services Provided:	Mixed Acuity		
Average Daily Visit Volume:	43.74		
Total Emergency Visits:	16009		

Date of Services Reported: FY 2008

Direct Caregivers	Number of Staff												Total
	7am	8am	9am	10am	11am	12	1pm	2pm	3pm	4pm	5pm	6pm	
RN	2.00	2.00	3.50	3.50	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	49.00
Paramedic					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	8.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>2.00</b>	<b>2.00</b>	<b>3.50</b>	<b>3.50</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>57.00</b>
Direct Caregivers	7pm	8pm	9pm	10pm	11pm	12	1am	2am	3am	4am	5am	6am	Total
RN	5.00	5.00	4.50	4.50	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	37.00
Paramedic	1.00	1.00	1.00	1.00									4.00
<b>Total Direct Caregiver Staff by Hour of the Day</b>	<b>6.00</b>	<b>6.00</b>	<b>5.50</b>	<b>5.50</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>41.00</b>

Plan / Budgeted Direct WHPPV (Worked Hours Per Patient Visit)	2.23
<b>Actual Worked Hours Per Patient Visit</b>	<b>2.32</b>
% Difference	4.16%

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	X
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Respiratory Therapy Support	X	X	X
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Rapid Response Team	X	X	X
Spiritual Services			
Nurse Practitioner / Physician Assistant			
Security	X	X	X
Behavioral Health Counselor			

**Additional Unit Information:**  
Interpreters are available 24/7 telephonically through Language Line. Live interpreters are available through Cross Cultural and Language Link. Pharmacy is on-call 24/7 to cover nights Patient greeters are volunteers

Intern / Resident			
ED Registration Staff	X	X	
Patient Greeter	X		
Financial Counseling	X		
Interpreter			
Other			

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



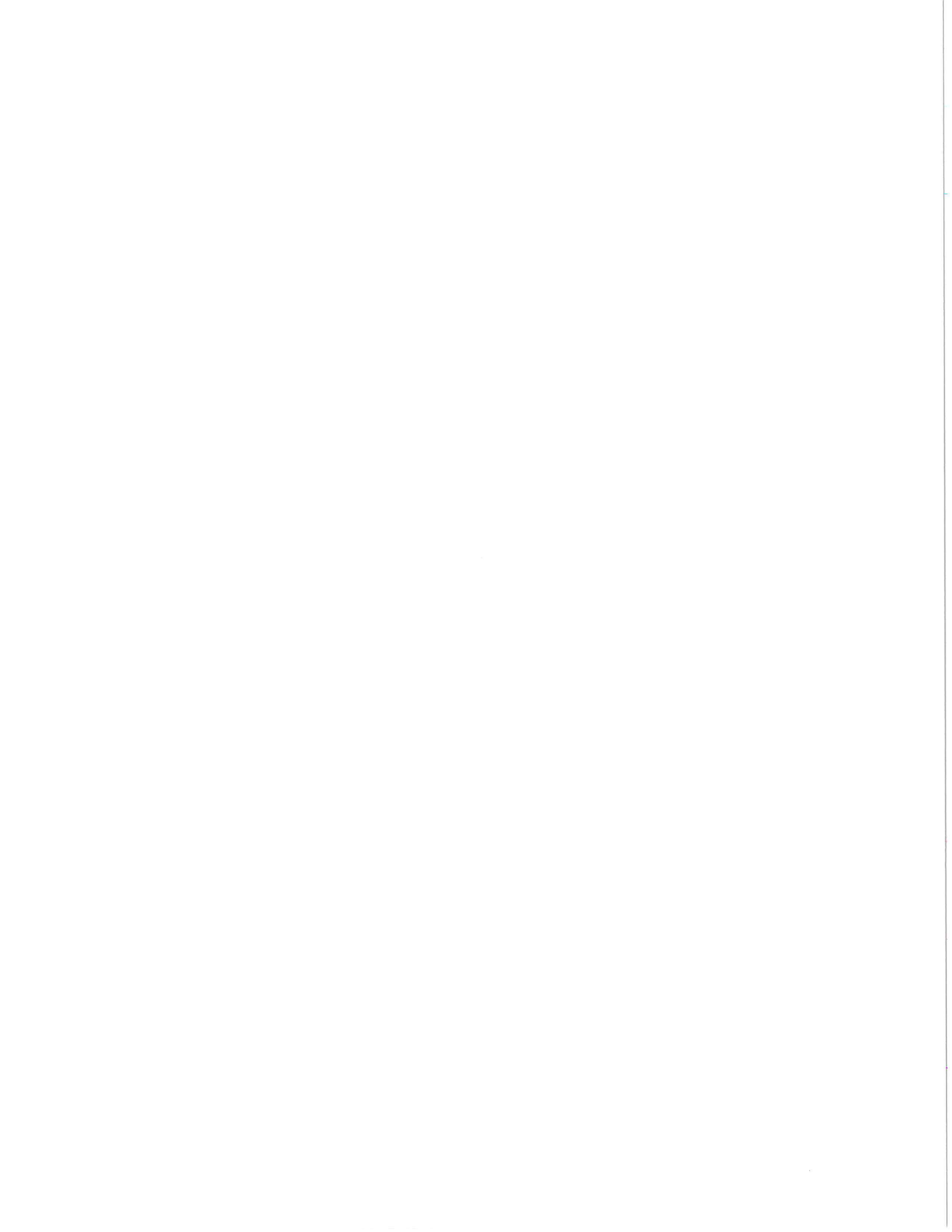
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**Performance Measures**

**Acute Care Unit**

Acute Care

[Acute Care Unit](#)

Adult & Pediatric Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	8.04
Current Posted Planned Worked Hours Per Patient Day	6.75
Variance	1.29
% Variance from Budget	19.11%
Reason For +/- 5% Variance From Budget	
<a href="#">No explanation required</a>	
<a href="#">Fluctuating day to day census</a>	X
<a href="#">Lower daily census than planned</a>	
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	
<a href="#">Lower patient care needs than planned</a>	
<a href="#">Staff vacancies</a>	X
<a href="#">Adjusted for patient care needs</a>	X
<a href="#">Minimum fixed staffing requirements</a>	X
<a href="#">Care delivery model changes</a>	
<a href="#">Increased 1:1 staffing requirements</a>	X
<a href="#">Closure of unit</a>	
<a href="#">Not admitting to beds due to staffing</a>	
<a href="#">Increased census to telemetry patients</a>	
<a href="#">Plan based on high needs in critical care</a>	
<a href="#">Increased staff hours to facilitate admissions and discharges</a>	
<a href="#">Change in patient mix</a>	
Other Reasons for +/- 5% Variance	
Orientation of new personnel has increased hours on the unit	
Additional Comments	
An increase in admissions with psychological diagnoses has increased 1:1 for patient safety shifts. The staff supervising these patients are over and above unit staffing.	



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**Performance Measures**

**Intensive Care Unit**

Acute Care  
[Intensive Care Unit](#)  
 Adult Critical Care - Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	12.66
Current Posted Planned Worked Hours Per Patient Day	10.08
Variance	2.58
% Variance from Budget	25.60%
Reason For +/- 5% Variance From Budget	
<a href="#">No explanation required</a>	
<a href="#">Fluctuating day to day census</a>	X
<a href="#">Lower daily census than planned</a>	
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	
<a href="#">Lower patient care needs than planned</a>	X
<a href="#">Staff vacancies</a>	X
<a href="#">Adjusted for patient care needs</a>	X
<a href="#">Minimum fixed staffing requirements</a>	X
<a href="#">Care delivery model changes</a>	X
<a href="#">Increased 1:1 staffing requirements</a>	
<a href="#">Closure of unit</a>	
<a href="#">Not admitting to beds due to staffing</a>	
<a href="#">Increased census to telemetry patients</a>	X
<a href="#">Plan based on high needs in critical care</a>	
<a href="#">Increased staff hours to facilitate admissions and discharges</a>	
<a href="#">Change in patient mix</a>	X
Other Reasons for +/- 5% Variance	
Additional Comments	
ICU has taken on a large number of medical-surgical and telemetry patients in order to keep the units balanced since we do comply with minimum staffing levels of 2 RN's on the ICU. This sometimes allows for a 3:1 ratio instead of the budgeted 2:1 ratio as each nurse truly has 3 med-surg patients. Admissions with psychological issues have increased which does at times require 1:1 for safety monitoring.	



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### Performance Measures

## Emergency Department

Acute Care  
[Emergency Department](#)  
 Emergency Department

Variance Info	
Actual Worked Hours Per Patient Day	2.15
Current Posted Planned Worked Hours Per Patient Day	1.96
Variance	0.19
% Variance from Budget	9.69%
Reason For +/- 5% Variance From Budget	
<a href="#">No explanation required</a>	
<a href="#">Fluctuating day to day census</a>	
<a href="#">Lower daily census than planned</a>	
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	
<a href="#">Lower patient care needs than planned</a>	
<a href="#">Staff vacancies</a>	
<a href="#">Adjusted for patient care needs</a>	
<a href="#">Minimum fixed staffing requirements</a>	
<a href="#">Care delivery model changes</a>	
<a href="#">Increased 1:1 staffing requirements</a>	
<a href="#">Closure of unit</a>	
<a href="#">Not admitting to beds due to staffing</a>	
<a href="#">Increased census to telemetry patients</a>	
<a href="#">Plan based on high needs in critical care</a>	
<a href="#">Increased staff hours to facilitate admissions and discharges</a>	
<a href="#">Change in patient mix</a>	
Other Reasons for +/- 5% Variance	
patient safety attendants and security watchers are not included in the numbers.	
Additional Comments	
increased psychological admissions to the ED requiring intervention from community resources	



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**Performance Measures**

**Nashoba Valley Medical Center - Acute Care Unit**

57 Hospital Licensed Beds

Acute Community - Non-Teaching

[Acute Care Unit](#)

Adult & Pediatrics Med / Surg Combined

Date of Services Reported: **FY 2006**

Average Number of Patients Per Day:	22.4
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	3.3	3.3	3.3	4.3	4.3	4.3	4.3
LPN	7am-3pm	8.0	1.0	1.0	1.0				
Respiratory Therapist	7am-3pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Other	7am-3pm	8.0			0.5	0.5	0.5		

Evening Shift									
RN	3pm-11pm	8.0	3.8	3.8	3.8	3.3	3.3	3.3	4.3
LPN	3pm-11pm	8.0	0.5	0.5	0.5	1.0	1.0	1.0	
Respiratory Therapist	3pm-11pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Other	3pm-11pm	8.0			0.5	0.5	0.5		

Night Shift									
RN	11pm-7am	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Respiratory Therapist	11pm-7am	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	11pm-7am	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)	7.80
<b>Actual Worked Hours Per Patient Day</b>	<b>8.45</b>
% Difference	8.33
<a href="#">click here for more information</a>	

Additional Care Team Members			
<a href="#">Click here for Care Team Member definitions</a>			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	x	x	x
Staff Educator	x		
Clinical Nurse Specialist			
Unit Clerical Support	x	x	
1:1 Patient Observer	x	x	x
Admissions Nurse		x	

**Additional Unit Information:**

Other = Admissions Nurse and Wound Care Specialist

---

Admissions RN utilized during peak influx times.

---

Admissions nurse performs initial assessment, completes admission paperwork and provides physical care for the patient until the primary nurse can take over.

---

This allows the primary nurse the ability to focus on the

Patient Transport Team	x			patients on his/her assignment and complete teaching and discharges properly.
IV Therapy Team / Line Access				
Monitor Technician				LPNs work only on this unit under the direction of the RN
Rapid Response Team	x	x	x	
Respiratory Therapy Support	x	x	x	Clinical Lead Clinical Lead RN works seven days per week, 7am-7pm and functions like an assistant manager.
Nutritionist	x			
Rehab Activities (OT, PT, Speech)	x			Nursing management provided on evenings and nights by a nursing supervisor.
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				
Wound Care Specialist (4 hours/week)	x			

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**

**Nashoba Valley Medical Center - Intensive Care Unit**

57 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Intensive Care Unit](#)  
 Adult Critical Care - Med / Surg

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	4.8
-------------------------------------	-----

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Unlicensed Assistive Personnel	7am-3pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Evening Shift									
RN	3pm-11pm	8.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Night Shift									
RN	11pm-7am	8.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	14.27
Actual Worked Hours Per Patient Day	11.72
% Difference	-17.87
<a href="#">click here for more information</a>	

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			
Respiratory Therapy Support	x	x	x
Nutritionist	x		
Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	

Additional Unit Information:

Nursing management provided on evenings and nights by \_\_\_\_\_

nursing supervisor. \_\_\_\_\_

Licensed Social Services / Case Management	x		
Spiritual Services	x	x	x
Hospitalist / NP / PA	x	x	x
Intensivist / Neonatologist			
Nursing Student			
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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