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**Performance Measures**

## Norwood Hospital - ICU

Acute Care

[ICU](#)

Adult Critical Care - Medical / Surgical Combined

264 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:	6.73
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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	4.20	4.23	4.25	4.25	4.25	4.25	4.25
RN	7am-3pm	8.00	1.65	1.65	1.65	1.65	1.65	2.00	2.00
Unlicensed Assistive Personnel	7am-3pm	8.00	0.47	0.47	0.47	0.47	0.47	0.47	0.46
Evening Shift									
RN	3pm-11pm	8.00	4.25	4.25	4.25	4.25	4.25	4.25	4.25
Night Shift									
RN	11pm-7am	8.00	4.52	4.52	4.52	4.52	4.52	4.52	4.52

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	18.00
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	18.00
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Actual Worked Hours Per Patient Day	18.39
% Difference	2.17%

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	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	
Monitor Technician			

**Additional Unit Information:**

The 2nd RN listed on days is the Clinical Leader. The Unlicensed Assistive Personnel listed on days is a Unit Secretary / Nursing Assistant.

**Other Team Members:**

Other - Interpreter

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

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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**Norwood Hospital - Unit 21**

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**Performance Measures**

Acute Care  
**Unit 21**  
 Adult Medical  
 264 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:	17.09
-------------------------------------	-------

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	4.00	4.00	4.00	4.00	4.00	4.00	3.90
RN	7am-3pm	8.00	0.90	0.90	0.90	0.90	0.94	1.00	
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	1.91	1.90	0.90
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
RN	3pm-11pm	8.00	0.90	0.90	0.90	0.90	0.94	1.00	
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	1.91	1.90	0.90
<b>Night Shift</b>									
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	2.00	2.00	2.00	2.00	2.00	1.90	0.90

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.39
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.39
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<b>Actual Worked Hours Per Patient Day</b>	<b>8.72</b>
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% Difference	3.93%
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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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X

**Additional Unit Information:**  
 2nd RN on the day and evening shifts is the Clinical Leader.

**Other Team Members:**  
 Other - Interpreter

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

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**Performance Measures**

**Norwood Hospital - Unit 22**

Acute Care  
[Unit 22](#)  
 Adult Medical / Surgical Combined  
 264 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:	1.99
-------------------------------------	------

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	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.42
Unlicensed Assistive Personnel	7am-3pm	8.00	0.29	0.29	0.29	0.29	0.28	0.28	0.28	0.28
<b>Evening Shift</b>										
RN	3pm-11pm	8.00	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.42
Unlicensed Assistive Personnel	3pm-11pm	8.00	0.47	0.47	0.47	0.46	0.46	0.46	0.46	0.46
<b>Night Shift</b>										
RN	11pm-7am	8.00	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.33
Unlicensed Assistive Personnel	11pm-7am	8.00	0.47	0.47	0.47	0.46	0.46	0.46	0.46	0.46

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	9.61
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	9.61
<b>Actual Worked Hours Per Patient Day</b>	<b>5.47</b>
% Difference	-43.08%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X

**Additional Unit Information:**

Unit 22 is utilized as a swing unit. The department is opened to accommodate a mix of Adult Medical / Surgical Telemetry Patients when the five other primary medical / surgical floors near capacity. In FY11, Unit 22 was opened for approximately half of the year. Therefore for FY12, the department has been budgeted for approximately half of the year to be opened. The department will be core staffed with 2 RN's and a certified nursing assistant on each shift for the direct care of up to 8 patients. The Staffing Plan listed is dividing the budgeted patient days and staff hours over a full year.

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

Other Team Members:

Other - Interpreter

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**Performance Measures**

Acute Care  
 Unit 23  
 Adult Surgical  
 264 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2012

Average Number of Patients Per Day:	23.09
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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	6.00	6.00	6.00	6.00	6.00	6.00	6.00
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	0.48	
Unlicensed Assistive Personnel	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	2.34
Unlicensed Assistive Personnel	7am-3pm	8.00	1.16	1.16	1.16	1.16	1.16	1.16	1.16
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	6.00	6.00	6.00	6.00	6.00	5.97	4.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Night Shift</b>									
RN	11pm-7am	8.00	5.00	5.00	5.00	5.00	5.00	5.00	4.15
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)	8.77
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.77
Actual Worked Hours Per Patient Day	9.24
% Difference	5.36%
<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			
Staff Educator	X		
Clinical Nurse Specialist	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X

Additional Unit Information:
2nd RN on day shift is the Clinical Leader. 2nd Unlicensed Assistive Personnel on day shift is a Student Nursing Assistant.
Other Team Members:
Other - Interpreter

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

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**Norwood Hospital - Unit 28**

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**Performance Measures**

Acute Care  
[Unit 28](#)  
 Behavioral Health  
 264 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:	11.04
-------------------------------------	-------

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
Mental Health Counselor	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
Mental Health Counselor	3pm-11pm	8.00	1.90	1.90	1.90	1.90	1.90	1.90	1.83
Night Shift									
RN	11pm-7am	8.00	1.69	1.69	1.69	1.69	1.69	1.69	1.69
Mental Health Counselor	11pm-7am	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.27
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.27
Actual Worked Hours Per Patient Day	7.04
% Difference	-3.16%

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	X		
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	

Additional Unit Information:

Other Team Members:

Other - Interpreter

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

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**Performance Measures**

Acute Care

[Unit 31](#)

Adult & Pediatric Medical

264 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:	14.27
-------------------------------------	-------

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
RN	7am-3pm	8.00	0.70	0.70	0.70	0.70	0.70	0.70	0.69
Unlicensed Assistive Personnel	7am-3pm	8.00	1.35	1.35	1.35	1.35	1.35	1.30	1.30
Evening Shift									
RN	3pm-11pm	8.00	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
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)	8.38
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.38
---	------

Actual Worked Hours Per Patient Day	8.95
-------------------------------------	------

% Difference	6.80%
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[Click here for more information](#)

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X

**Additional Unit Information:**

On the Day shift the 2nd RN listed is the Clinical Leader.

**Other Team Members:**

Other - Interpreter

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

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**Performance Measures**

Acute Care  
**Unit 32**  
 Adult Medical  
 264 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:	22.08
-------------------------------------	-------

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	6.00	6.00	6.00	6.00	6.00	6.00	6.00
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	0.52	
Unlicensed Assistive Personnel	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	0.63	0.63	0.63	0.63	0.63	0.63	0.63
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	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
<b>Night Shift</b>									
RN	11pm-7am	8.00	5.00	5.00	5.00	4.91	4.00	4.00	4.00
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)	9.00
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	9.00
<b>Actual Worked Hours Per Patient Day</b>	<b>8.87</b>
% Difference	-1.44%

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X

**Additional Unit Information:**  
 2nd RN on the day shift is the Clinical Leader. 2nd Unlicensed Assistive Personnel is a Student Nursing Assistant.

**Other Team Members:**

Other - Interpreter

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

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**

**Norwood Hospital - Unit 33**

Acute Care  
 Unit 33  
 Adult Step-Down  
 264 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:	20.43
-------------------------------------	-------

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	6.10	7.00	7.00	7.00
RN	7am-3pm	8.00	0.98	0.98	0.98	0.98	0.98		
Unlicensed 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	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.23	2.23	2.23	2.23	2.23	2.23	2.23
Night Shift									
RN	11pm-7am	8.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Unlicensed Assistive Personnel	11pm-7am	8.00	2.50	2.50	2.50	2.50	2.50	2.50	2.50

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	10.08
---	-------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	10.08
Actual Worked Hours Per Patient Day	9.64
% Difference	-4.37%

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X

Additional Unit Information:  
 2nd RN on the day shift is the Clinical Leader.

Other Team Members:  
 Other - Interpreter

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

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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**Norwood Hospital - Unit 35**

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**Performance Measures**

Acute Care  
[Unit 35](#)  
 Behavioral Health - Adult - Geriatrics  
 264 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2012

Average Number of Patients Per Day:	24.37
-------------------------------------	-------

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
Day Shift									
RN	7am-3pm	8.00	3.05	3.05	3.05	3.05	3.05	3.05	3.05
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00		
LPN	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	7am-3pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unlicensed Assistive Personnel	7am-3pm	8.00	0.36	0.36	0.36	0.36	0.36	0.36	0.36
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	3pm-11pm	8.00	1.37	1.37	1.37	1.37	1.37	1.37	1.37
Unlicensed Assistive Personnel	3pm-11pm	8.00	3.69	3.69	3.69	3.69	3.69	3.69	3.71
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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	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	8.66
% Difference	5.35%
<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		

Additional Unit Information:
2nd RN on Day shift is the Clinical Leader. 2nd Unlicensed Assistive Personnel is the Student Nursing Assistant.

Clinical Nurse Specialist	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X
Licensed Social Services / Case Management	X	X	
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist	X	X	X
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other	X	X	X

Other Team Members:  
Other - Interpreter

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**

## Norwood Hospital - Unit 36

Acute Care  
[Unit 36](#)  
 Behavioral Health  
 264 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:	19.50
-------------------------------------	-------

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	2.20	2.20	2.20	2.20	2.20	2.20	2.20
RN	7am-3pm	8.00	1.96	1.96	1.96	1.96	1.96		
LPN	7am-3pm	8.00	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Mental Health Counselor	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	2.20	2.20	2.20	2.20	2.20	2.20	2.20
LPN	3pm-11pm	8.00	1.18	1.18	1.18	1.18	1.18	1.18	1.18
Mental Health Counselor	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Night Shift</b>									
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	11pm-7am	8.00	2.52	2.52	2.52	2.52	2.52	2.52	2.52

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.63
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.63
Actual Worked Hours Per Patient Day	7.10
% Difference	-6.95%
<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	X		

Additional Unit Information:
2nd RN on Day shift is the Clinical Leader.
Other Team Members:
Other - Interpreter

Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X
Licensed Social Services / Case Management	X	X	
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist	X	X	
Nursing Student			
Recreation / Milieu Therapist			
Intern / Resident			
Other	X	X	X

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**

Acute Care  
[ICU](#)

Adult Critical Care - Medical / Surgical Combined  
264 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2011

Average Number of Patients Per Day:	6.37
-------------------------------------	------

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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00		
Unlicensed Assistive Personnel	7am-3pm	8.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
RN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00		
Unlicensed Assistive Personnel	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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
RN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00		

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	19.29
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	19.29
---	-------

Actual Worked Hours Per Patient Day	18.95
-------------------------------------	-------

% Difference	-1.76%
--------------	--------

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X

**Additional Unit Information:**

The 2nd RN listed on each shift is the Clinical Leader. The Unlicensed Assistive Personnel on days is a Student Nursing Assistant. The Unlicensed Assistive Personnel on evenings is a Unit Secretary / Nursing Assitant.

**Other Team Members:**

Other - Interpreter

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

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**Norwood Hospital - Unit 21**

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**Performance Measures**

Acute Care  
[Unit 21](#)  
 Adult Medical  
 264 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2011

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

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	3.10	3.10	3.10	3.10	3.10	4.00	4.00
RN	7am-3pm	8.00	0.90	0.90	0.90	0.90	0.90		
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	3.10	3.10	3.10	3.10	3.10	4.00	4.00
RN	3pm-11pm	8.00	0.90	0.90	0.90	0.90	0.90		
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Night Shift</b>									
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)	7.09
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.09
---	------

Actual Worked Hours Per Patient Day	8.68
-------------------------------------	------

% Difference	22.43%
--------------	--------

[Click here for more information](#)

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X

**Additional Unit Information:**  
 2nd RN listed on Days and Evening shifts is the Clinical Leader

**Other Team Members:**  
 Other - Interpreter



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

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**

## Norwood Hospital - Unit 22

Acute Care  
[Unit 22](#)  
 Adult Medical / Surgical Combined  
 264 Hospital Licensed Beds

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

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:	4.00
-------------------------------------	------

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	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unticensored Assistive Personnel	7am-3pm	8.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Evening Shift</b>										
RN	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	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Night Shift</b>										

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	5.98
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	5.98
---	------

Actual Worked Hours Per Patient Day	7.10
-------------------------------------	------

% Difference	18.73%
--------------	--------

[Click here for more information](#)

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	

**Additional Unit Information:**

Unit 22 is utilized as a swing unit. The department is opened to accommodate a mix of Adult Medical / Surgical Telemetry Patients when the five other primary medical / surgical floors near capacity. In FY10, Unit 22 was opened for approximately 195 days of the year. Therefore for FY11, the department has been budgeted for approximately half of the year to be opened. The department will be core staffed with 2 RN's and a certified nursing assistant on each shift for the direct care of up to 8 patients. The Staffing Plan listed is dividing the budgeted patient days and staff hours over a full year.

Other Team Members:

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

Other - Interpreter

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**Performance Measures**

Acute Care  
Unit 23  
 Adult Medical / Surgical Combined  
 264 Hospital Licensed Beds

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

Date of Services Budgeted: FY 2011

Average Number of Patients Per Day:	21.47
-------------------------------------	-------

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
Day Shift									
RN	7am-3pm	8.00	4.20	4.20	4.20	4.20	4.20	5.00	5.00
RN	7am-3pm	8.00	0.79	0.79	0.79	0.79	0.79		
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	7am-3pm	8.00	0.20	0.20	0.20	0.20	0.20		
Evening Shift									
RN	3pm-11pm	8.00	4.70	4.70	4.70	4.70	4.70	5.00	5.00
RN	3pm-11pm	8.00	0.30	0.30	0.30	0.30	0.30		
Unlicensed Assistive Personnel	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	0.80	0.80	0.80	0.80	0.80		
Night Shift									
RN	11pm-7am	8.00	3.40	3.40	3.40	3.40	3.40	4.00	4.00
RN	11pm-7am	8.00	0.60	0.60	0.60	0.60	0.60		
Unlicensed Assistive Personnel	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	11pm-7am	8.00	0.60	0.60	0.60	0.60	0.60		

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.86
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.86
---	------

Actual Worked Hours Per Patient Day	9.47
% Difference	20.48%
<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		

**Additional Unit Information:**  
 2nd RN listed on each shift is the Clinical Leader 2nd Unlicensed Assistive Personnel on each shift is a Student Nursing Assistant

Staff Educator	X		
Clinical Nurse Specialist	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X
Licensed Social Services / Case Management	X	X	
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist	X	X	X
Nursing Student	X	X	X
Recreation / Milieu Therapist			
Intern / Resident			
Other	X	X	X

Other Team Members:  
Other - Interpreter

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**

**Norwood Hospital - Unit 28**

Acute Care  
 Unit 28  
 Behavioral Health  
 264 Hospital Licensed Beds

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

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:	11.25
-------------------------------------	-------

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	2.00
Mental Health Counselor	7am-3pm	8.00	2.18	2.18	2.18	2.18	2.18	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	2.00
Mental Health Counselor	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	11pm-7am	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.33
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.33
---	------

Actual Worked Hours Per Patient Day	7.62
% Difference	3.96%

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	

Additional Unit Information:

Other Team Members:

Other - Interpreter

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

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**

## Norwood Hospital - Unit 31

Acute Care  
Unit 31  
 Adult & Pediatric Medical  
 264 Hospital Licensed Beds

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

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:	12.52
-------------------------------------	-------

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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
RN	7am-3pm	8.00	0.57	0.57	0.57	0.57	0.57	0.57	0.57	0.57
Unlicensed Assistive Personnel	7am-3pm	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
<b>Evening Shift</b>										
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Night Shift</b>										
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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)	7.69
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.69
<b>Actual Worked Hours Per Patient Day</b>	<b>8.61</b>
% Difference	11.96%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X

**Additional Unit Information:**

On the Day Shift the 2nd RN listed is the Clinical Leader.

---

**Other Team Members:**

Other - Interpreter

---



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

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**Performance Measures**

## Norwood Hospital - Unit 32

Acute Care  
[Unit 32](#)  
 Adult Medical  
 264 Hospital Licensed Beds

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

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:	22.90
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	5.10	5.10	5.10	5.10	5.10	5.10	5.10
RN	7am-3pm	8.00	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Unlicensed Assistive Personnel	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	0.57	0.57	0.57	0.57	0.57	0.57	0.57
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	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
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)	7.79
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.79
Actual Worked Hours Per Patient Day	9.09
% Difference	16.69%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X

**Additional Unit Information:**

2nd RN on Day Shift is the Clinical Leader 2nd Unlicensed Assistive Personnel is a Student Nursing Assistant

**Other Team Members:**

Other - Interpreter

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

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**

Acute Care  
Unit 33  
 Adult Medical  
 264 Hospital Licensed Beds

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

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:	22.21
-------------------------------------	-------

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	6.00	5.00	5.00	5.00	5.00	5.00	5.00
RN	7am-3pm	8.00	1.20	1.20	1.20	1.20	1.20		
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Evening Shift</b>									
RN	3pm-11pm	8.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
RN	3pm-11pm	8.00	0.50	0.50	0.50	0.50	0.50		
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Night Shift</b>									
RN	11pm-7am	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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)	8.39
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.39
---	------

Actual Worked Hours Per Patient Day	10.36
-------------------------------------	-------

% Difference	23.48%
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[Click here for more information](#)

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X

**Additional Unit Information:**

2nd RN on Day and Evening shift is the Clinical Leader.

**Other Team Members:**

Other - Interpreter

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

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**

## Norwood Hospital - Unit 35

Acute Care  
[Unit 35](#)  
 Behavioral Health - Adult - Geriatrics  
 264 Hospital Licensed Beds

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

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:	23.82
-------------------------------------	-------

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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00			
LPN	7am-3pm	8.00	2.50	2.50	2.50	2.50	2.50	2.00	2.00	
Unlicensed Assistive Personnel	7am-3pm	8.00	3.30	3.30	3.30	3.30	3.30	4.00	4.00	
Unlicensed Assistive Personnel	7am-3pm	8.00	0.70	0.70	0.70	0.70	0.70			
<b>Evening Shift</b>										
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	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	3.70	3.70	3.70	3.70	3.70	4.00	4.00	
Unlicensed Assistive Personnel	3pm-11pm	8.00	0.30	0.30	0.30	0.30	0.30			
<b>Night Shift</b>										
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.40
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.40
<b>Actual Worked Hours Per Patient Day</b>	<b>8.53</b>
% Difference	1.55%

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		

Additional Unit Information:
2nd RN on Day Shift is the Clinical Leader 2nd Unlicensed Assistive Personnel on the Day & Evening shifts is the Student Nursing Assistant

Clinical Nurse Specialist	X			Other Team Members: Other - Interpreter <hr/> 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.
Unit Clerical Support	X	X		
1:1 Patient Observer	X	X	X	
Admissions Nurse	X	X	X	
Patient Transport Team	X	X	X	
IV Therapy Team / Line Access	X	X		
Monitor Technician				
Rapid Response Team	X	X	X	
Respiratory Therapy Support	X	X	X	
Nutritionist	X	X	X	
Rehab Activities (OT, PT, Speech)	X			
Clinical Pharmacist	X	X	X	
Licensed Social Services / Case Management	X	X		
Spiritual Services	X	X		
Hospitalist / NP / PA	X	X	X	
Intensivist / Neonatologist	X	X	X	
Nursing Student	X	X		
Recreation / Milieu Therapist				
Intern / Resident				
Other	X	X	X	

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



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Acute Care  
 Unit 36  
 Behavioral Health  
 264 Hospital Licensed Beds

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

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:	19.36
-------------------------------------	-------

**Performance Measures**

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	3.00	3.00
RN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00		
LPN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	7am-3pm	8.00	2.66	2.66	2.66	2.60	2.66	2.66	2.66
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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)	6.86
---	------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	6.86
---	------

Actual Worked Hours Per Patient Day	7.34
-------------------------------------	------

% Difference	7.00%
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[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		

Additional Unit Information:

2nd RN on Day shift is the Clinical Leader.

Other Team Members:

Other - Interpreter



Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X
Licensed Social Services / Case Management	X	X	
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist	X	X	X
Nursing Student			
Recreation / Milieu Therapist			
Intern / Resident			
Other	X	X	X

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**

**Norwood Hospital - ICU**

Acute Care

[ICU](#)

Adult Critical Care - Medical / Surgical Combined

264 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	5.22
-------------------------------------	------

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
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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
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	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)	22.91
<b>Actual Worked Hours Per Patient Day</b>	<b>20.73</b>
% Difference	-9.52%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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



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**Performance Measures**

**Norwood Hospital - Unit 21**

Acute Care  
 Unit 21  
 Adult Medical  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	17.14
-------------------------------------	-------

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
Unticensored 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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensored 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	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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)	7.45
Actual Worked Hours Per Patient Day	8.43
% Difference	13.15%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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



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**Performance Measures**

**Norwood Hospital - Unit 22**

Acute Care  
Unit 22  
 Adult Medical / Surgical Combined  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	10.00
-------------------------------------	-------

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
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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)	7.18
Actual Worked Hours Per Patient Day	8.82
% Difference	22.84%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

**Additional Unit Information:**

Unit 22 is utilized as a swing unit. Will open as needed based on inpatient census. Staffed with RN's & NA's from the Nurse Float Pool. Above staffing is core staff for 10 patients.

**Other Team Members:**

Interpreter

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

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



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**Performance Measures**

## Norwood Hospital - Unit 23

Acute Care

[Unit 23](#)

Adult Medical / Surgical Combined

264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	22.44
-------------------------------------	-------

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
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift									
Direct Caregivers	Scheduled Hours	Shift Length	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	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

Night Shift									
Direct Caregivers	Scheduled Hours	Shift Length	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
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)	7.82
Actual Worked Hours Per Patient Day	8.76
% Difference	12.02%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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



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**Performance Measures**

**Norwood Hospital - Unit 28**

Acute Care  
[Unit 28](#)  
 Behavioral Health  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	10.21
-------------------------------------	-------

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
Mental Health Counselor	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
Mental Health Counselor	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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)	7.04
Actual Worked Hours Per Patient Day	6.65
% Difference	-5.54%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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



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**Performance Measures**

## Norwood Hospital - Unit 31

Acute Care  
[Unit 31](#)  
 Adult & Pediatric Medical  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	13.46
-------------------------------------	-------

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
Unlicensed 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	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
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)	8.89
Actual Worked Hours Per Patient Day	8.98
% Difference	1.01%

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	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

Interpreter

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

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**Performance Measures**

**Norwood Hospital - Unit 32**

Acute Care  
[Unit 32](#)  
 Adult Medical  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	20.82
-------------------------------------	-------

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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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	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
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)	7.66
Actual Worked Hours Per Patient Day	8.34
% Difference	8.88%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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



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**Performance Measures**

**Norwood Hospital - Unit 33**

Acute Care  
[Unit 33](#)  
 Adult Medical  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	20.70
-------------------------------------	-------

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
Unlicensed 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	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
Night Shift									
RN	11pm-7am	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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)	8.86
Actual Worked Hours Per Patient Day	9.69
% Difference	9.37%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

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

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Performance Measures

Acute Care  
 Unit 35  
 Behavioral Health - Adult - Geriatrics  
 264 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	23.77
-------------------------------------	-------

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
LPN	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	7am-3pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	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	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	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)	8.06
Actual Worked Hours Per Patient Day	8.47
% Difference	5.09%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			

Additional Unit Information:

Other Team Members:

Interpreter

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

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**Performance Measures**

**Norwood Hospital - Unit 36**

Acute Care  
 Unit 36  
 Behavioral Health  
 264 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	17.41
-------------------------------------	-------

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
LPN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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
LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Night Shift									
RN/LPN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mental Health Counselor	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)	7.33
<b>Actual Worked Hours Per Patient Day</b>	<b>7.13</b>
% Difference	-2.73%

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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X

Additional Unit Information:

Other Team Members:

Interpreter

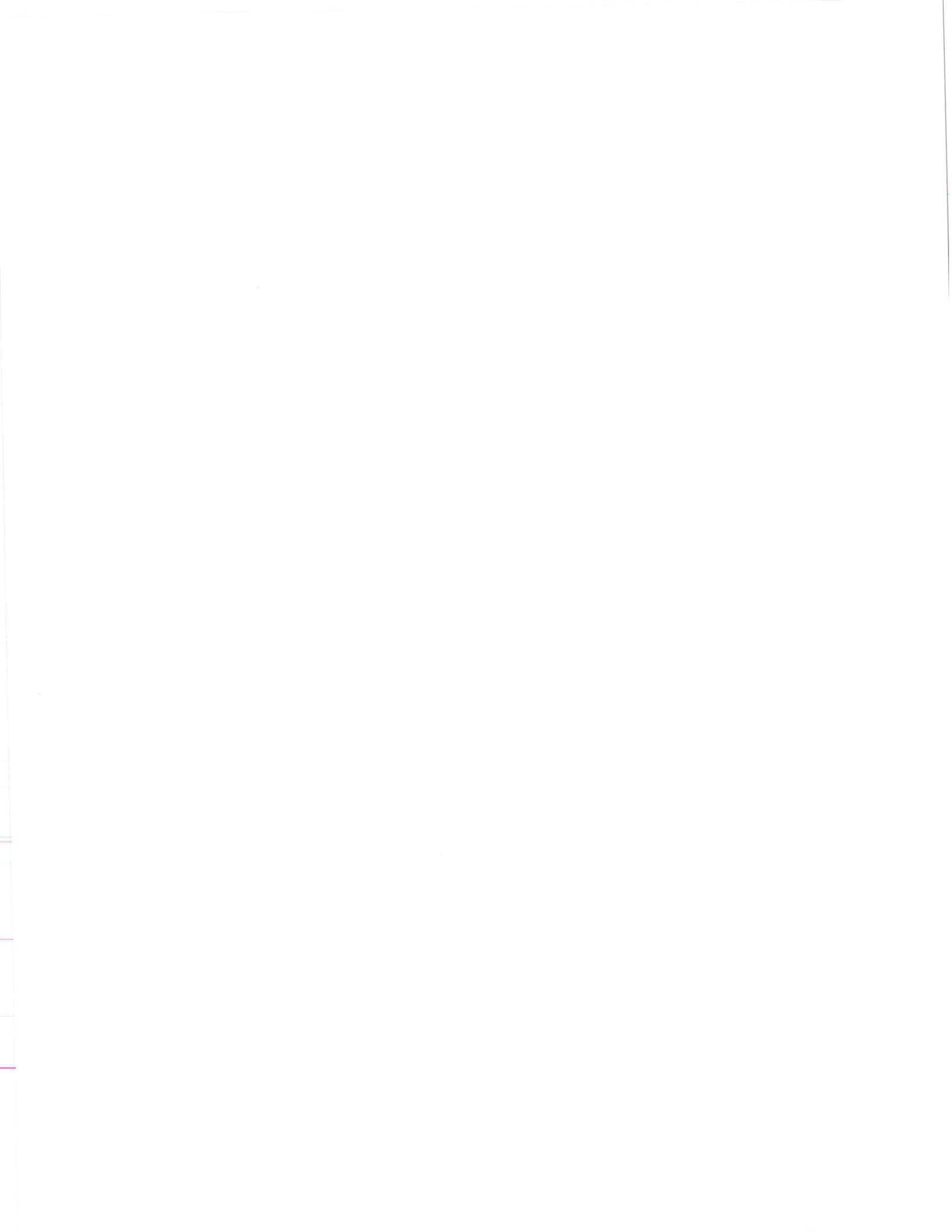
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X
Licensed Social Services / Case Management	X		
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist	X	X	X
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other	X	X	X

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**Performance Measures**

**Norwood Hospital - ICU**

Acute Care  
ICU  
 Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	5.82
-------------------------------------	------

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
Uncertified 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
Uncertified 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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Uncertified 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)	20.56
Actual Worked Hours Per Patient Day	20.11
% Difference	-2.22%

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	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreters



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

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**Performance Measures**

**Norwood Hospital - Unit 21**

Acute Care  
 Unit 21  
 Adult Medical

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	18.95
-------------------------------------	-------

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
LPN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift								
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	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
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	6.74
Actual Worked Hours Per Patient Day	7.33
% Difference	8.84%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			

Additional Unit Information:

Other Team Members:

Interpreters

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

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



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Performance Measures

Norwood Hospital - Unit 22

Acute Care  
 Unit 22  
 Adult Medical / Surgical Combined

Date of Services Reported: FY 2009

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

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
Evening Shift									
Night Shift									

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	0.00
Actual Worked Hours Per Patient Day	8.51
% Difference	0.00%

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

**Additional Unit Information:**  
 Unit is considered closed for FY09. The entire staff has been allocated to the remaining med/surg units and the float pool to support increased patient census across the remaining med/surg units. If patient census reaches above the set daily census of 130 patients across the remaining 5 med/surg units and the ICU, Unit 22 will be opened. This unit is utilized as a swing unit based on patient census.

Recreation / Milieu Therapist			
Intern / Resident			
Other			

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



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**Performance Measures**

**Norwood Hospital - Unit 23**

Acute Care  
Unit 23  
 Adult Medical / Surgical Combined

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	20.94
-------------------------------------	-------

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	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift								
RN	3pm-11pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	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
Unlicensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.24
Actual Worked Hours Per Patient Day	7.76
% Difference	7.22%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:  
 Interpreters

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

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



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**Performance Measures**

**Norwood Hospital - Unit 28**

Acute Care  
Unit 28  
 Behavioral Health

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	11.01
-------------------------------------	-------

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
Mental Health Counselor	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
Mental Health Counselor	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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)	6.52
Actual Worked Hours Per Patient Day	5.76
% Difference	-11.65%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

Interpreters



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

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**Performance Measures**

**Norwood Hospital - Unit 31**

Acute Care  
[Unit 31](#)  
 Adult & Pediatric Medical

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	13.24
-------------------------------------	-------

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	1.00	1.00	1.00	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	3.00
Unticensored Assistive Personnel	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
LPN	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)	6.63
Actual Worked Hours Per Patient Day	7.40
% Difference	11.64%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

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

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**Performance Measures**

**Norwood Hospital - Unit 32**

Acute Care  
 Unit 32  
 Adult Medical

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	23,31
-------------------------------------	-------

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	2.00	2.00	2.00	2.00	2.00	2.00	2.00

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	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
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)	6.85
Actual Worked Hours Per Patient Day	7.57
% Difference	10.55%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

Interpreters

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

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**Performance Measures**

**Norwood Hospital - Unit 33**

Acute Care  
 Unit 33  
 Adult Medical

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	24.55
-------------------------------------	-------

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
Unlicensed 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	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
Night Shift									
RN	11pm-7am	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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)	7.47
Actual Worked Hours Per Patient Day	8.73
% Difference	16.78%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:
Other Team Members:
Interpreters

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

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**Performance Measures**

**Norwood Hospital - Unit 35**

Acute Care  
 Unit 35  
 Behavioral Health - Adult - Geriatrics

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	24.93
-------------------------------------	-------

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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
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	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Night Shift									
RN/LPN	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	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.68
Actual Worked Hours Per Patient Day	8.02
% Difference	4.39%

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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreters



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

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



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**Performance Measures**

**Norwood Hospital - Unit 36**

Acute Care  
 Unit 36  
 Behavioral Health

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	18.90
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN/LPN	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Mental Health Counselor	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Evening Shift									
RN/LPN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Mental Health Counselor	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Night Shift									
RN/LPN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mental Health Counselor	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)	6.75
Actual Worked Hours Per Patient Day	6.67
% Difference	-1.16%

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	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X

Additional Unit Information:

Other Team Members:

Interpreters

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

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**Performance Measures**

**Norwood Hospital - ICU**

Acute Care  
**ICU**  
 Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: **FY 2008**

Average Number of Patients Per Day:	6.00
-------------------------------------	------

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
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	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

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

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	19.89
<b>Actual Worked Hours Per Patient Day</b>	<b>19.75</b>
% Difference	-0.73%

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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X

Additional Unit Information:

Other Team Members:  
 "Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 21**

Acute Care  
Unit 21  
 Adult Medical

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	18.36
-------------------------------------	-------

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
LPN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed 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	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unlicensed Assistive Personnel	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
LPN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
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)	6.07
<b>Actual Worked Hours Per Patient Day</b>	<b>7.41</b>
% Difference	22.09%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 22**

Acute Care  
 Unit 22  
 Adult Medical / Surgical Combined

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	14.36
-------------------------------------	-------

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									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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)	6.10
Actual Worked Hours Per Patient Day	7.66
% Difference	25.63%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 23**

Acute Care  
[Unit 23](#)  
 Adult Medical / Surgical Combined

Date of Services Reported: **FY 2008**

Average Number of Patients Per Day:	20.35
-------------------------------------	-------

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									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	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

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
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)	5.87
<b>Actual Worked Hours Per Patient Day</b>	<b>7.07</b>
% Difference	20.57%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 28**

Acute Care  
Unit 28  
Behavioral Health

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	11.20
-------------------------------------	-------

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
Mental Health Counselor	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mental Health Counselor	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Mental Health Counselor	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)	5.68
Actual Worked Hours Per Patient Day	6.03
% Difference	6.09%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:  
"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 31**

Acute Care  
[Unit 31](#)  
 Adult & Pediatric Medical

Date of Services Reported: **FY 2008**

Average Number of Patients Per Day:	14.37
-------------------------------------	-------

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-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
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)	6.09
<b>Actual Worked Hours Per Patient Day</b>	<b>7.12</b>
% Difference	16.86%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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**Performance Measures**

**Norwood Hospital - Unit 32**

Acute Care  
[Unit 32](#)  
 Adult Medical

Date of Services Reported: **FY 2008**

Average Number of Patients Per Day:	19.01
-------------------------------------	-------

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
	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
	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
	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)	5.86
<b>Actual Worked Hours Per Patient Day</b>	<b>7.23</b>
% Difference	23.47%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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**Performance Measures**

**Norwood Hospital - Unit 33**

Acute Care  
[Unit 33](#)  
 Adult Medical

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	24.34
-------------------------------------	-------

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
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	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

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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)	7.19
Actual Worked Hours Per Patient Day	7.89
% Difference	9.70%
<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	X		
Unit Clerical Support	X	X	X
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	X
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Other Team Members:

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 35**

Acute Care

[Unit 35](#)

Behavioral Health - Adult - Geriatrics

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	25.25
-------------------------------------	-------

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
LPN	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	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
LPN	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	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.88
Actual Worked Hours Per Patient Day	8.47
% Difference	7.56%
<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	X		
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X

Additional Unit Information:
Other Team Members:
"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

**Norwood Hospital - Unit 36**

Acute Care

[Unit 36](#)

Behavioral Health

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	19.15
-------------------------------------	-------

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
Mental Health Counselor	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Mental Health Counselor	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Mental Health Counselor	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)	6.65
Actual Worked Hours Per Patient Day	6.89
% Difference	3.56%

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	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	X
Patient Transport Team	X	X	
IV Therapy Team / Line Access	X	X	X
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	X
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	X

**Additional Unit Information:**

The Direct Care Givers Mental Health Counselor is a combination of both an MHA and an LPN. The 3 - 8hr shifts on the Day & Eve shifts and the 2 - 8hr shifts on the night shifts represent either an LPN or an MHA.

**Other Team Members:**

"Other" skill team member represents Interpreter Services available 24hrs a day

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

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



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**Performance Measures**

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

Variance Info	
Actual Worked Hours Per Patient Day	24.18
Current Posted Planned Worked Hours Per Patient Day	14.96
Variance	9.22
% Variance from Budget	61.63%
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>	X
<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>	
<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>	X
<a href="#">Increased staff hours to facilitate admissions and discharges</a>	X
<a href="#">Change in patient mix</a>	
Other Reasons for +/- 5% Variance	
Additional Comments	



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### Performance Measures

## Unit 21

Acute Care  
[Unit 21](#)  
 Adult Medical

Variance Info	
Actual Worked Hours Per Patient Day	8.94
Current Posted Planned Worked Hours Per Patient Day	6.38
Variance	2.56
% Variance from Budget	40.13%
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>	X
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	X
<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>	
<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>	X
<a href="#">Change in patient mix</a>	X
Other Reasons for +/- 5% Variance	
Additional Comments	



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**Performance Measures**

**Unit 22**

Acute Care  
 Unit 22  
 Adult Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	10.42
Current Posted Planned Worked Hours Per Patient Day	11.97
Variance	-1.55
% Variance from Budget	-12.95%
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	X
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	
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	X
Change in patient mix	
Other Reasons for +/- 5% Variance	
Unit 22 has seen a significant increase to inpatient volume, as of the most recent year-to-date analysis, the department has experienced approximately 30% more inpatient volume than anticipated.	
Additional Comments	



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**Performance Measures**

**Unit 23**

Acute Care  
[Unit 23](#)  
 Adult Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	9.32
Current Posted Planned Worked Hours Per Patient Day	6.73
Variance	2.59
% Variance from Budget	38.48%
Reason For +/- 5% Variance From Budget	
No explanation required	
<a href="#">Fluctuating day to day census</a>	X
<a href="#">Lower daily census than planned</a>	X
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	X
<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>	
<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>	X
<a href="#">Change in patient mix</a>	
Other Reasons for +/- 5% Variance	
Additional Comments	



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Performance Measures

Unit 28

- Acute Care
- [Unit 28](#)
- Behavioral Health

Variance Info	
Actual Worked Hours Per Patient Day	7.57
Current Posted Planned Worked Hours Per Patient Day	5.90
Variance	1.67
% Variance from Budget	28.31%
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>	X
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	X
<a href="#">Lower patient care needs than planned</a>	
<a href="#">Staff vacancies</a>	X
<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>	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	
Additional Comments	



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Performance Measures

Acute Care  
 Unit 31  
 Adult & Pediatric Medical

Variance Info	
Actual Worked Hours Per Patient Day	9.25
Current Posted Planned Worked Hours Per Patient Day	6.98
Variance	2.27
% Variance from Budget	32.52%
Reason For +/- 5% Variance From Budget	
No explanation required	
<a href="#">Fluctuating day to day census</a>	X
<a href="#">Lower daily census than planned</a>	X
<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>	
<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>	X
<a href="#">Change in patient mix</a>	
Other Reasons for +/- 5% Variance	
Additional Comments	



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**Performance Measures**

Acute Care  
[Unit 32](#)  
 Adult Medical

Variance Info	
Actual Worked Hours Per Patient Day	8.80
Current Posted Planned Worked Hours Per Patient Day	6.94
Variance	1.86
% Variance from Budget	26.80%
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	X
Lower patient care needs than planned	
Staff vacancies	X
Adjusted for patient care needs	X
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	X
Plan based on high needs in critical care	
Increased staff hours to facilitate admissions and discharges	X
Change in patient mix	X
Other Reasons for +/- 5% Variance	
Additional Comments	



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### Performance Measures

## Unit 33

Acute Care  
[Unit 33](#)  
 Adult Medical

Variance Info	
Actual Worked Hours Per Patient Day	10.24
Current Posted Planned Worked Hours Per Patient Day	6.98
Variance	3.26
% Variance from Budget	46.70%
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>	X
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	X
<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>	
<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>	X
<a href="#">Plan based on high needs in critical care</a>	
<a href="#">Increased staff hours to facilitate admissions and discharges</a>	X
<a href="#">Change in patient mix</a>	X
Other Reasons for +/- 5% Variance	
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### Performance Measures

## Unit 35

Acute Care  
[Unit 35](#)  
 Behavioral Health - Adult - Geriatrics

Variance Info	
Actual Worked Hours Per Patient Day	8.81
Current Posted Planned Worked Hours Per Patient Day	7.90
Variance	0.91
% Variance from Budget	11.52%
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>	X
<a href="#">Higher daily census than planned</a>	
<a href="#">Higher patient care needs than planned</a>	X
<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>	
<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>	X
Other Reasons for +/- 5% Variance	
Additional Comments	



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Performance Measures

**Unit 36**

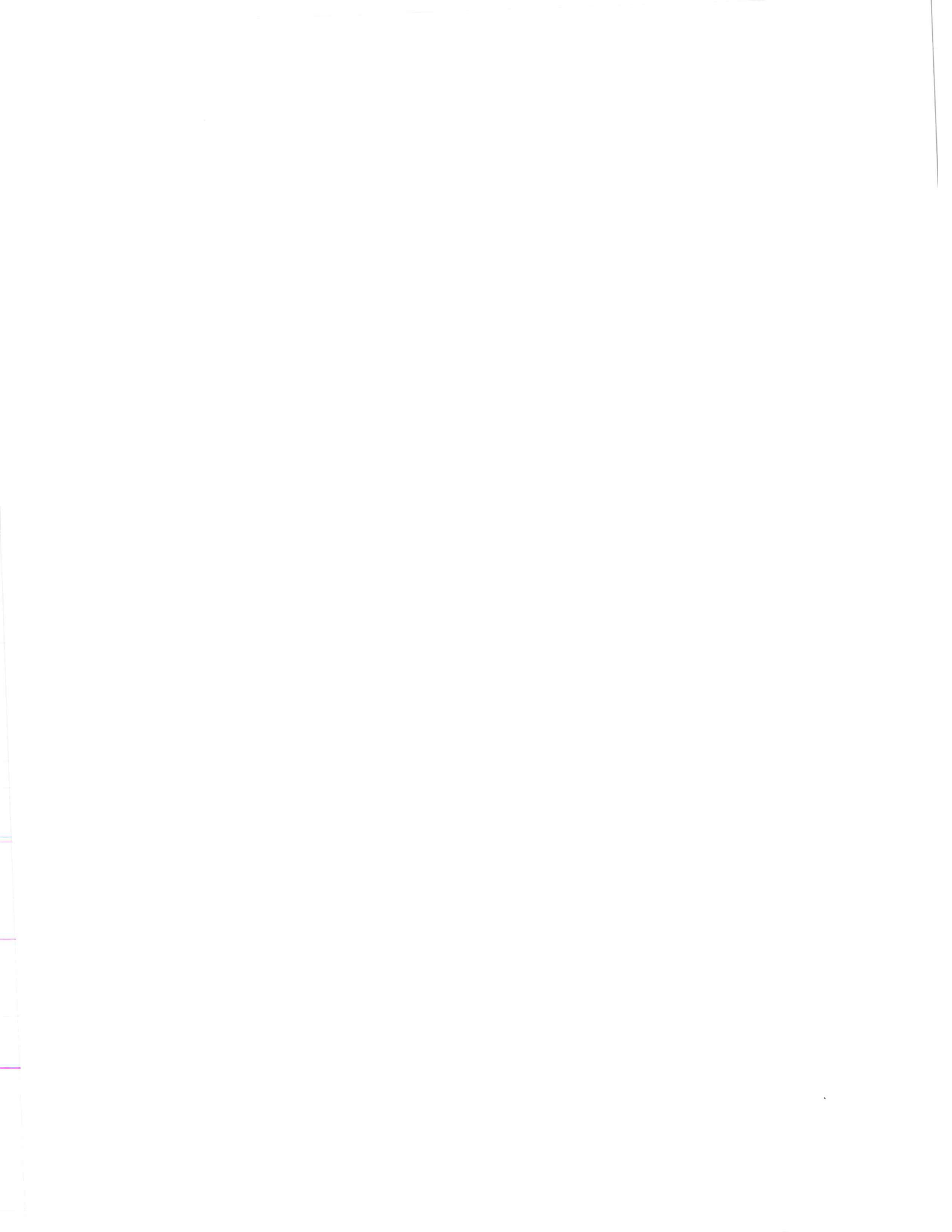
- Acute Care
- Unit 36**
- Behavioral Health

Variance Info	
Actual Worked Hours Per Patient Day	7.46
Current Posted Planned Worked Hours Per Patient Day	7.53
Variance	-0.07
% Variance from Budget	-0.93%
Reason For +/- 5% Variance From Budget	
<a href="#">No explanation required</a>	X
<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	
Additional Comments	



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**Performance Measures**

**Caritas - Norwood Hospital - ICU**

292 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
-------------------------------------	-----

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Unlicensed Assistive Personnel	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11pm	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Night Shift									
RN	11pm-7am	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
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)	19.38
Actual Worked Hours Per Patient Day	19.35
% Difference	- 0.15

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	x	
Clinical Nurse Specialist	x		
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	x	x	x
Monitor Technician			
Rapid Response Team			
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	x	
Hospitalist / NP / PA	x	x	x
Intensivist / Neonatologist	x	x	x
Nursing Student	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**

**Caritas - Norwood Hospital - Unit 21**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Unit 21](#)  
 Adult Medical

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	15.0
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
LPN	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	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Evening Shift									
RN	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
LPN	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	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Night Shift									
RN	11pm-7am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
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)	6.91
Actual Worked Hours Per Patient Day	7.60
% Difference	9.99
<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			
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access	x		
Monitor Technician			
Rapid Response Team			

Additional Unit Information:

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

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**Caritas - Norwood Hospital - Unit 22**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Unit 22](#)  
 Adult Med / Surg Combined

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	11.5
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Unlicensed Assistive Personnel	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Night Shift									
RN	11pm-7am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
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)	9.00
Actual Worked Hours Per Patient Day	7.36
% Difference	-18.22
<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	x		
Unit Clerical Support	x	x	
1:1 Patient Observer	x		
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access	x		
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x		
Nutritionist	x		

Additional Unit Information:  
 Open and close the unit as needed.

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

**Caritas - Norwood Hospital - Unit 23**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
**Unit 23**  
 Adult Med / Surg Combined

Date of Services Reported: **FY 2006**

Average Number of Patients Per Day:	23.0
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Unlicensed Assistive Personnel	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
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)	7.28
<b>Actual Worked Hours Per Patient Day</b>	<b>7.78</b>
% Difference	6.87
<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	x	
Clinical Nurse Specialist	x		
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	x	x	x
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x	x	x
Nutritionist	x		

Additional Unit Information:  
 Four step-down beds on unit.

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

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**Performance Measures**

## Caritas - Norwood Hospital - Unit 28

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
**Unit 28**  
 Adult Behavioral Health

Date of Services Reported: **FY 2006**

Average Number of Patients Per Day:	10.8
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
			Day Shift						
RN	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Mental Health Counselor	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	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Mental Health Counselor	3pm-11pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	3pm-11pm	4.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Mental Health Counselor	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)	7.02
<b>Actual Worked Hours Per Patient Day</b>	<b>6.04</b>
% Difference	- 13.96
<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	x		
Unit Clerical Support	x	x	
1:1 Patient Observer	x		
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access	x		
Monitor Technician			
Rapid Response Team			

Additional Unit Information:

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

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Performance Measures

Caritas - Norwood Hospital - Unit 31

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Unit 31](#)  
 Adult & Pediatrics Medical

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	16.0
-------------------------------------	------

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

Evening Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Night Shift									
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
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)	7.48
Actual Worked Hours Per Patient Day	7.73
% Difference	3.34

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		
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access	x		
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x		
Nutritionist	x		
Rehab Activities (OT, PT, Speech)	x		

Additional Unit Information:

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

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**Performance Measures**

**Caritas - Norwood Hospital - Unit 32**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
**Unit 32**  
 Adult Medical

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	26.2
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Unlicensed Assistive Personnel	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11pm	8.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Night Shift									
RN	11pm-7am	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Unlicensed Assistive Personnel	11pm-7am	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)	6.70
<b>Actual Worked Hours Per Patient Day</b>	<b>7.75</b>
% Difference	15.67
<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	x	
Clinical Nurse Specialist	x		
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	x	x	x
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x	x	x
Nutritionist	x		

Additional Unit Information:

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	x	x	x
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**

**Caritas - Norwood Hospital - Unit 33**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Unit 33](#)  
 Adult Medical

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	27.5
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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	8.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Unlicensed Assistive Personnel	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11pm	8.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Unlicensed Assistive Personnel	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Night Shift									
RN	11pm-7am	8.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
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)	6.67
Actual Worked Hours Per Patient Day	8.31
% Difference	24.59
<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	x	
Clinical Nurse Specialist	x		
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	x	x	x
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x	x	x
Nutritionist	x		

Additional Unit Information:

Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	
Licensed Social Services / Case Management	x	x	
Spiritual Services	x	x	
Hospitalist / NP / PA	x	x	x
Intensivist / Neonatologist	x	x	x
Nursing Student	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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**Hospital Data**

**Caritas - Norwood Hospital - Unit 35**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
Unit 35  
 Adult Behavioral Health - Geriatrics

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**Performance Measures**

Date of Services Reported: FY 2006

		Average Number of Patients Per Day:		25.0						
		Number of Staff								
		Day Shift								
Direct Caregivers	Scheduled Hours	Shift Length	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
RN	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
LPN	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Unlicensed Assistive Personnel	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
		Evening Shift								
RN	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
LPN	3pm-11pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Unlicensed Assistive Personnel	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
		Night Shift								
RN	11pm-7am	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Unlicensed Assistive Personnel	11pm-7am	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.01
<b>Actual Worked Hours Per Patient Day</b>	<b>7.54</b>
% Difference	7.56
<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	x	
Clinical Nurse Specialist	x	x	x
Unit Clerical Support	x	x	x
1:1 Patient Observer	x	x	x
Admissions Nurse			
Patient Transport Team	x	x	x
IV Therapy Team / Line Access	x	x	x
Monitor Technician			
Rapid Response Team	x	x	x

Additional Unit Information:

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

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**Performance Measures**

**Caritas - Norwood Hospital - Unit 36**

292 Hospital Licensed Beds  
 Acute Community - Non-Teaching  
[Unit 36](#)  
 Adult Behavioral Health

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	19.0
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-3pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
LPN	7am-3pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Unlicensed Assistive Personnel	7am-3pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Evening Shift										
RN	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
LPN	3pm-11pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Unlicensed Assistive Personnel	3pm-11pm	6.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Night Shift										
RN	11pm-7am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Mental Health Counselor	11pm-7am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.03
Actual Worked Hours Per Patient Day	6.83
% Difference	- 2.84

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	x	
Clinical Nurse Specialist	x		
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	x	x	x
Monitor Technician			
Rapid Response Team			
Respiratory Therapy Support	x	x	x

Additional Unit Information:

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	x	x	x
Nursing Student	x		
Recreation / Milieu Therapist	x		
Intern / Resident			

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