

§ 999.5(d)(5)(E)

Current Policies and Procedures on Staffing for St. Francis Medical Center (“SFMC”)

Please see the attached for a description of SFMC’s current policies and procedures on staffing for patient care areas; employee input on health quality and staffing issues; and employee wages, salaries, benefits, working conditions and employment protections, including a list of all existing staffing plans, index of policy and procedure manuals, index of employee handbooks, collective bargaining agreements or similar employment-related documents.

St. Francis Medical Center (“SFMC”)

Note that Daughters of Charity Health System refers to employees as associates or employees.

Staffing of Patient Care Areas:

SFMC has established policies and procedures to ensure adequate staffing levels for patient care areas. See the attached staffing documents for SFMC in Exhibit A.

Employee Input on Health Quality and Staffing Issues:

All employees have a variety of ways to provide input to hospital leaders:

- Employees can bring up suggestions in staff meetings, in meetings one on one with their immediate supervisor or other leaders during rounding, and in all hands “town hall” meetings with the hospital CEO and other leaders.
- The Administrative House Supervisors hold two nursing “huddles” for charge nurses on every 12-hour shift, where adequate staffing and patient throughput are discussed.
- Each nursing unit has an established Shared Governance Unit Council, where staff communicates with each other to address opportunities for process improvement.
- Front line associates are encouraged to participate in several decision-making committees (*i.e.*, Linen Committee, Magnet Councils, Code Blue Committee, Value Analysis Committee). New products are trialed by the associates who are using them, with required feedback on product safety and quality.
- Associates are encouraged to utilize the Chain of Command policy when staffing issues arise. (Charge Nurse – Supervisor or Manager – Director or House Supervisor – Chief Nursing Officer (“CNO”)).
- CEO Blog and CNO Blog – associates can post questions and raise issues directly to the CEO and CNO through the SFMC Intranet site. The CEO and CNO also post communications to staff.
- SFMC periodically conducts an employee satisfaction and engagement survey and solicits employee input and feedback on the associate’s immediate supervisor; pay and benefits; hiring, promotion and opportunity; quality, competency and staffing; upper management, job engagement, and organizational engagement among other topics. Action plans are developed and implemented to communicate the survey results to associates and address areas for improvement. Recent survey results are attached in Exhibit E.
- A toll-free telephone number or web site (“Values Line”) to report concerns. Associates may anonymously report issues, concerns, or make suggestions.
- Employees may raise suggestions or concerns to human resources or, if represented by labor organization, to their union steward. There are bi-monthly labor management meetings with SFMC’s two union partners, where health and staffing issues are reviewed and addressed accordingly.

- RNs have the opportunity to submit Staffing Objection Forms if concerns arise during their shifts. This information is addressed by nursing leadership and data is aggregated to proactively identify trends and work toward solutions.
- All associates have access to the Riskpro reporting system to report any concerns.

Employee Wages, Salaries and Benefits:

SFMC has policies and procedures to ensure that associates are paid equitably and receive wage changes based upon classification change, performance, and market. Additionally, the various benefits provided to associates are evaluated to ensure that SFMC can attract and retain qualified staff. SFMC offers various health and welfare plans including medical, dental, vision, life, short term disability, and long term disability. Additionally, associates may participate in a 403(b) tax sheltered retirement savings account and receive an employer match. SFMC funds the DCHS Retirement Plan Account, a defined contribution plan for associates that work 1,000 hours or more in a year. See pages 162-225 of Attachment B for more information about benefits. Wages, salaries and benefits for employees subject to collective bargaining agreements are covered by the terms of those agreements.

Employee Working Conditions and Protections:

SFMC is committed to providing a healing environment that promotes safety, efficiency, and productivity, as well as health, in a manner consistent with our mission and Vincentian values. See Page 14 of Attachment B for our mission and Vincentian values. SFMC has policies addressing Equal Employment Opportunity, Substance Abuse, Occupational Injury and Illness Reporting and Investigation, Disciplinary Procedures, Unlawful Harassment, Zero Tolerance for Workplace Violence, Behavioral Standards, a defined Code of Conduct, and a policy promoting a Just Culture. Our safety program description is on pages 299-317 of Attachment B. These policies communicate behaviors and standards in the workplace and processes to address workplace concerns.

SFMC complies with all state and federal laws providing protections to workers and provisions of the negotiated collective bargaining agreements. In California the employment relationship is recognized as “at will” and is terminable at the option of the associate or SFMC, with or without cause or advance notice, at any time. Employees subject to collective bargaining agreements are covered by the protections outlined in their respective agreements.

SFMC is a party to the following collective bargaining agreements:

- Collective Bargaining Agreement between SEIU-UHW United Healthcare Workers – West and O’Connor Hospital, Saint Louise Regional Hospital, Seton Medical Center, Seton Medical Center Coastside, and St. Francis Medical Center for the period May 1, 2012 – April 30, 2015.
 - This agreement covers over 2,600 employees who are generally members of technical and service and maintenance bargaining units at the above listed hospitals. The agreement addresses classifications, wages, premium pay, process for problem resolution, seniority, lay off and recall, committees, discipline and discharge, committees, and benefits, among other employment related matters.
- Labor Management Agreement between United Nurses Associations of California/Union of Healthcare Professionals and SFMC for the period September 8, 2011 – June 30, 2014. This contract is currently extended through September 30, 2014.

- This agreement covers the approximately 750 RNs at SFMC involved in direct patient care and addresses compensation, hours of work, premium pay, process for problem resolution, seniority, professional practice standards, discipline and discharge, and benefits, among other employment related matters.

SFMC Exhibits

Exhibit A: Staffing matrix, nursing census by department by shift, Plan for the Provision of Patient Care FY2014, Staffing/Schedule of Nursing Personnel Policy, Schedule Changes/Staffing Policy.

Exhibit B: SFMC New Hire Orientation Handbook 2014 which is distributed to all new hires at new hire orientation and used as a resource much as an associate handbook.

Exhibit C: List of SFMC employment and human resources policies.

Exhibit D: List of positions and salary ranges for SFMC positions not represented by a labor organization.