

COVER PAGE

The following is the comprehensive hospital staffing
plan for Coulee Medical Center submitted to
the Washington State Department of Health in
accordance with [Revised Code of Washington](#)
[70.41.420](#) for the year 2025 .

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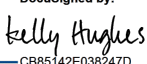
Hospital Staffing Form

Attestation

Date: 7/1/24

I, the undersigned with responsibility for Coulee Medical Center attest that the attached hospital staffing plan and matrix are in accordance with RCW 70.41.420 for 2025 , and includes all units covered under our hospital license under RCW 70.41.

As approved by: Kelly Hughes, CEO

DocuSigned by:

 CB85142E038247D...

2/17/2025

Hospital Information

Name of Hospital: Coulee Medical Center		
Hospital License #: HAC.FS.00000150		
Hospital Street Address: 411 Fortuyn Road		
City/Town: Grand Coulee	State: WA	Zip code: 99133
Is this hospital license affiliated with more than one location?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If "Yes" was selected, please provide the location name and address		
Review Type:	<input checked="" type="checkbox"/> Annual	Review Date: 1/1/25
	<input type="checkbox"/> Update	Next Review Date: 1/1/26
Effective Date: 7/1/24		
Date Approved: 7/1/24		

Hospital Information Continued (Optional)

Factors Considered in the Development of the Hospital Staffing Plan (check all that apply):

☐ Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations

Description:

☐ Terms of applicable collective bargaining agreement

Description:

☒ Relevant state and federal laws and rules including those regarding meal and rest breaks and use of overtime and on-call shifts

Description:
Coulee Medical Center ensures staff are able to take meal and rest breaks as required by RCW 49.12.480.

☐ Hospital finances and resources

Description:

☐ Other

Description:

Signature

CEO & Co-chairs Name:	Signature:	Date:
Kelly Hughes, CEO	<div>DocuSigned by: Kelly Hughes</div>	2/17/2025
Amy Haden, Co-Chair	<div>DocuSigned by: Amy Haden</div>	2/13/2025
Rachael Seekins, Co-Chair	<div>DocuSigned by: Rachael Seekins</div>	2/17/2025

Total Votes	
# of Approvals	# of Denials
10	0

[Access unit staffing matrices here.](#)

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DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Fixed Staffing Matrix

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

Unit/ Clinic Name:	Coulee Medical Center					
Unit/ Clinic Type:	Emergency Department					
Unit/ Clinic Address:	411 Fortuyn Rd Grand Coulee, Washington 99133					
Effective as of:	1-Jul-25					
Hours of the day						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Sunday	Day Shift 0600-1830	12.5	1	0	0	0
	NOC Shift 1800-0630	12.5	1	0	0	0
	Midshift 1100-2330	12.5	1	0	0	0
Monday	Day Shift 0600-1830	12.5	1	0	0	0
	NOC Shift 1800-0630	12.5	1	0	0	0
	Midshift 1100-2330	12.5	1	0	0	0
	Day Shift 0600-1830	12.5	1	0	0	0
	NOC Shift 1800-0630	12.5	1	0	0	0
	Midshift 1100-2330	12.5	1	0	0	0

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Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Nurse Manager	Mon-Thurs			
ED Provider	X	X	X	X

Unit Information

Factors Considered in the Development of the Unit Staffing Plan
(Check all that apply):

☒ Activity such as patient admissions, discharges, and transfers

Description:

☒ Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

☐ Skill mix

Description:

☐ Level of experience of nursing and patient care staff

Description:

☐ Need for specialized or intensive equipment

Description:

☐ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

☐ Other

Description:



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Unit/ Clinic Name:	Outpatient					
Unit/ Clinic Type:	Infusions, Wound Care					
Unit/ Clinic Address:	411 Fortuyn Rd Grand Coulee, WA 99133					
Effective as of:	1-Jul-25					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday	0630-1700	10	1	0	0	0
Tuesday	0630-1700	10	2	0	0	0
	0630-1700	10	2	0	0	0

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Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Charge Nurse	X	X	X	X

Unit Information

Factors Considered in the Development of the Unit Staffing Plan
(Check all that apply):

☒ Activity such as patient admissions, discharges, and transfers

Description:

☐ Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

☐ Skill mix

Description:

☐ Level of experience of nursing and patient care staff

Description:

☐ Need for specialized or intensive equipment

Description:

☐ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

☐ Other

Description:



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Unit/ Clinic Name:	Labor & Delivery					
Unit/ Clinic Type:	Antepartum, L&D, immediate Postpartum					
Unit/ Clinic Address:	411 Fortuyn Rd Grand Coulee, WA 99133					
Effective as of:	1-Jul-25					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Sunday	0600-1830	12	1	0	0	0
	1800-0630	12	1	0	0	0
Monday	0600-1830	12	1	0	0	0
	1800-0630	12	1	0	0	0
	0600-1830	12	1	0	0	0
	1800-0630	12	1	0	0	0

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Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Charge Nurse	X	X	X	X
Acute Care Nurses	X	X	X	X

Unit Information

Factors Considered in the Development of the Unit Staffing Plan
(Check all that apply):

☒ Activity such as patient admissions, discharges, and transfers

Description:

☐ Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

☐ Skill mix

Description:

☐ Level of experience of nursing and patient care staff

Description:

☐ Need for specialized or intensive equipment

Description:

☐ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

☐ Other

Description:



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Fixed Staffing Matrix

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Unit/ Clinic Name:	Surgical Services					
Unit/ Clinic Type:	Operating Room/Admission/PACU (Phase I)/Discharge (Phase II)					
Unit/ Clinic Address:	411 Fortuyn Road, Grand Coulee, WA 99133					
Effective as of:	1-Jul-25					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday	Day (0630-1600)	9.5	3	0	0	1
	Evening/Night (On-Call)	14.5	1	0	0	1
Tuesday	Day (0630-1600)	9.5	3	0	0	1
	Evening/Night (On-Call)	14.5	1	0	0	1
	Day (0630-1600)	9.5	3	0	0	1
	Evening/Night (On-Call)	14.5	1	0	0	1



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Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Sterile Processing Technician	Monday-Thursday, 0630-1600			
Nurse Manager	Monday-Thursday, 0630-1600			

Unit Information

Factors Considered in the Development of the Unit Staffing Plan
(Check all that apply):

☐ Activity such as patient admissions, discharges, and transfers

Description:

☒ Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

☒ Skill mix

Description:

☒ Level of experience of nursing and patient care staff

Description:

☐ Need for specialized or intensive equipment

Description:

☐ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

☐ Other

Description:

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Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0". do not leave it blank.

[illegible]

		0	0	0	0	0	0.00	0.00	0.00	0.00	15.00
5	Day (6am-6pm)	12	2	0	0	0	4.80	0.00	0.00	0.00	9.60
	Night (6pm-6am)	12	2	0	0	0	4.80	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
6	Day (6am-6pm)	12	2	0	1	0	4.00	0.00	2.00	0.00	12.00
	Night (6pm-6am)	12	2	0	1	0	4.00	0.00	2.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
7	Day (6am-6pm)	12	2	0	1	0	3.43	0.00	1.71	0.00	10.29
	Night (6pm-6am)	12	2	0	1	0	3.43	0.00	1.71	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
8	Day (6am-6pm)	12	2	0	1	0	3.00	0.00	1.50	0.00	9.00
	Night (6pm-6am)	12	2	0	1	0	3.00	0.00	1.50	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
9	Day (6am-6pm)	12	2	0	1	0	2.67	0.00	1.33	0.00	8.00
	Night (6pm-6am)	12	2	0	1	0	2.67	0.00	1.33	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
10	Day (6am-6pm)	12	3	0	1	0	3.60	0.00	1.20	0.00	9.60
	Night (6pm-6am)	12	3	0	1	0	3.60	0.00	1.20	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	Day (6am-6pm)	12	3	0	2	0	3.27	0.00	2.18	0.00	

11	Night (6pm-6am)	12	3	0	2	0	3.27	0.00	2.18	0.00	10.91
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
12	Day (6am-6pm)	12	3	0	2	0	3.00	0.00	2.00	0.00	10.00
	Night (6pm-6am)	12	3	0	2	0	3.00	0.00	2.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
13	Day (6am-6pm)	12	3	0	2	0	2.77	0.00	1.85	0.00	9.23
	Night (6pm-6am)	12	3	0	2	0	2.77	0.00	1.85	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
14	Day (6am-6pm)	12	3	0	2	0	2.57	0.00	1.71	0.00	8.57
	Night (6pm-6am)	12	3	0	2	0	2.57	0.00	1.71	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
15	Day (6am-6pm)	12	3	0	2	0	2.40	0.00	1.60	0.00	8.00
	Night (6pm-6am)	12	3	0	2	0	2.40	0.00	1.60	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
16	Day (6am-6pm)	12	4	0	2	0	3.00	0.00	1.50	0.00	9.00
	Night (6pm-6am)	12	4	0	2	0	3.00	0.00	1.50	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	Day (6am-6pm)	12	4	0	2	0	2.82	0.00	1.41	0.00	
	Night (6pm-6am)	12	4	0	2	0	2.82	0.00	1.41	0.00	

17		0	0	0	0	0	0.00	0.00	0.00	0.00	8.47
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
18	Day (6am-6pm)	12	4	0	2	0	2.67	0.00	1.33	0.00	8.00
	Night (6pm-6am)	12	4	0	2	0	2.67	0.00	1.33	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
19	Day (6am-6pm)	12	4	0	2	0	2.53	0.00	1.26	0.00	7.58
	Night (6pm-6am)	12	4	0	2	0	2.53	0.00	1.26	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
20	Day (6am-6pm)	12	4	0	2	0	2.40	0.00	1.20	0.00	7.20
	Night (6pm-6am)	12	4	0	2	0	2.40	0.00	1.20	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
21	Day (6am-6pm)	12	5	0	3	0	2.86	0.00	1.71	0.00	8.57
	Night (6pm-6am)	12	5	0	2	0	2.86	0.00	1.14	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
22	Day (6am-6pm)	12	5	0	3	0	2.73	0.00	1.64	0.00	8.18
	Night (6pm-6am)	12	5	0	2	0	2.73	0.00	1.09	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	Day (6am-6pm)	12	5	0	3	0	2.61	0.00	1.57	0.00	
	Night (6pm-6am)	12	5	0	2	0	2.61	0.00	1.04	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	

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Additional Care Team Members

[illegible]

**Factors Considered in the Development of the Unit Staffing Plan
(Check all that apply):**

- ☒ Activity such as patient admissions, discharges, and transfers

[illegible]

- ☒
- Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

- ☐ Skill mix

- ☐ Level of experience of nursing and patient care staff

Level of experience of matching and patient care staff:

- Need for specialized or intensive equipment

[illegible]

- ☒ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

- ☒ Other

Staffing Plan for Acute Care/Swing Beds/Non-Skilled swing bed is based on a 5:1 ratio using guidelines outlined by the American Nursing Association, recognizing that Coulee Medical Center is a unique Critical Access Hospital, caring for a variety of patients in the Acute population at any given time. Census is typical of Medical or Swing bed patients, with low volume additions of post op surgical and low volume post-partum obstetrical patients. However, the Acute care nurses are tasked on occasion with caring for medically complex patients while they are awaiting transfer to higher level of care settings. Because of these unique patient makeup scenarios for our facility the following staffing considerations will serve as suggestions for Charge Nurses as they staff each shift.

Consideration of patient assignment:

- 1) Staff skill mix
 - a. Consider staff experience and level of knowledge
- 2) Geographical location of patients
 - a. Assign rooms as close together as possible, move patients as census decreases to facilitate this

Consideration of patient assignment:

- 1) Characteristics of patient (complexity, stability, acuity, resources available to meet the needs).
 - a. Increased complexity, stability, acuity and lack of resource assistant, consider lower patient to nurse ratio:
 - i. IV drips
 - ii. Advanced airway support/titration
 - iii. Isolation precautions
 - iv. Frequent assessments (greater than every 4 hours, i.e. CWA, COWS, ABGs)
 - v. Awaiting transfer to ICU level of care

Alternate staffing strategies:

- 1) If additional RN's are needed due to increased complexity, stability, acuity, due to call in's, or influx of admits or increased discharges the following resources will be used:
 - i. Charge RN can inquire if additional RN support is available from other departments
1. Outpatient, Surgery, ER mid-shift
 - ii. Agency Staff
 - iii. Charge RN takes patient assignment
 - iv. Charge RN provides direct oversight/assistance
 - v. if skill mix warrants need with patient assignment