

**UWNC Orcas Island – Staffing Options**  
Based on April 15, 2019 Operations Evaluation  
Revised May 10, 2019

- Background Information:
  - The 12/2018 UWNC Orcas Island Operations Evaluation identified gaps in staffing to adequately support the clinics current provider structure and to manage all the standard work to support effective patient care and between visit work
    - The plan called for the Assistant Director to work with the Clinic Manager to evaluate the various buckets of work and recommend an appropriate staffing model
  - The 4/15/2019 UWNC Orcas Island Operations Evaluation Update further identified some specific gap area's and additional recommendations
  - The Orcas Island Public Hospital District wants to assure that all providers are working their full FTE in the clinic
  - Based on patient need the Clinic Leadership recommends increasing Camille Fleming's FTE from 0.8 to 1.0
  - The Orcas Island Public Hospital District wants to see a plan for after-hours care – potentially including Saturday hours
    - A weekday/weekend after-hours plan has been presented to the Board and we are in negotiations around finalizing the plan
    - The plan does not include Saturday hours – we are including Saturday hours as part of this proposal
    - Basic Foundation Model below needs to be established before we can move ahead with the After Hours plan
  
- The Clinic Manager, Clinic Chief, Regional Associate Medical Director and Regional Assistant Director of Operations reviewed the current staffing, current gaps, and projected needs. Based on that work we are making the following multi-tiered request:
  - Basic Foundation Model:
    - Model moves to a 1 to 1 MA(LPN/RN) to Provider to maximize our ability to effectively and efficiently manage patients in the clinic, as well as address the healthcare quality needs for all the patients the clinic serves through population health management approaches
    - Model accounts for all providers working their full FTE in Clinic
    - Model accounts for improved phone answering capabilities
  
  - Tier 1 Addition:
    - Model includes Saturday hours
      - Expands service times to accommodate increased provider FTE
      - Reduces the need for Saturday After Hours coverage
      - Increases access
    - Model includes Camille Fleming moving to 1.0 FTE
  
  - Tier 2 Addition:
    - Model includes Care Management RN to address key Quality Measures that the OIPHD Board want us to focus on improving – this aligns with model at other Neighborhood Clinics
      - Minimum FTE for a Care Management Nurse is 0.6FTE which we are recommending as a start
      - A fulltime Care Management Nurse is expected to have a caseload of 75-80 patients

- For a 0.6FTE we would expect 45 -48 patients once practice is established
  - Orcas currently has 147 Diabetic patients assigned to the core providers with 32 identified as poorly controlled, This would be the baseline caseload for the Care Management RN
- Current staffing model:
    - 4 providers – 3.1 Clinical FTE (and 0.1 Admin FTE for Chief)
    - 2 RN's – each 0.9 FTE (Triage/Between Visit Care Work/Nurse Visits)
    - 1 LPN – 0.9 FTE (Rooming/provider support/pool work)
    - 1 MA – 1.0FTE (Rooming/provider support/pool work)
    - 1 Lab – 1.0FTE (MA currently doing this work)
    - 3 Front Desk staff – 2.9FTE ([2@1.0](#) and [1@0.9](#))
  - Basic Foundation staffing model:
    - 4 providers – 3.3 Clinical FTE (and 0.1 Admin FTE for Chief)
    - 2 RN's – each at 0.9 FTE (Triage/Between Visit Care Work/Nurse Visits)
    - 1 LPN – 0.9 FTE (Rooming/provider support/pool work)
    - 3 MA's – 2@ 1.0FTE and 1 @ 0.8FTE(Rooming/provider support/pool work – supports 1x1 model) (This may be other levels of staff – LPN/RN if no MA's available on Island)
    - 1 Lab – 1.0FTE (MA currently doing this work)
    - 4 Front Desk Staff – 3.7FTE ([2@1.0](#), [1@0.9](#) and 1@0.6) Includes increase phone coverage (see Operations Update)
  - Tier 1 Addition:
    - Add 0.2 FTE to Camille – 4 Providers – 3.5 Clinical FTE
    - Add Saturday hours
      - Add 0.2FTE PSR to new position hired in Basic Foundation model
      - Add 0.2FTE MA (LPN/RN) to new position hired in Basic Foundation model (to do rooming and basic lab for 1 Saturday provider)
  - Tier 2 Addition:
    - 1 RN Care Management – 0.6 FTE (Care Management work – Diabetes/Hypertension)