

REPORT TO THE LEGISLATURE

Staffing Levels Compared to Allotments

ESHB 1109, Section 202, subsection (1)(k)

October 1, 2020

Behavioral Health Administration
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EXECUTIVE SUMMARY

Pursuant to ESHB 1109, Section 202, subsection (1)(k)(iii):

The department must submit calendar quarterly reports to the office of financial management and the appropriate committees of the legislature that include monitoring of monthly spending, staffing levels, overtime and use of locums compared to allotments and to the recommended state hospital staffing model. The format for these reports must be developed in consultation with staff from the office of financial management and the appropriate committees of the legislature. The reports must include an update from the hospital staffing committees.

Staffing Model FTEs and Budgeted FTEs compared to April through June 2020 Average FTE actuals are provided below.

Along with these worksheets attached are the Behavioral Health Administration Monthly Financial Report and updates from the Western State Hospital (WSH) and Eastern State Hospital (ESH) staffing committees for this quarter.

STAFFING MODEL SPENDING LEVELS

The following tables provide the WSH and ESH staffing model compared to the second quarter of calendar year 2020 FTE average actuals along with a comparison of the state hospitals' state fiscal year 2019 budgeted staffing by ward to average ward actuals for the first quarter of calendar year 2020.

- ✓ Table 1 provides the resulting WSH and ESH Staffing Model developed after review of all positions and functions at Oregon State Hospital, WSH and ESH with a comparison to actual staffing expenditures from April through June 2020 and the variance by staffing plan functional category.

**Behavioral Health Administration
Hospital Budget and Planning Application
Staffing Model FTEs compared to April through June 2020 Average Actual FTEs**

Functional Category	Western State Hospital			Eastern State Hospital		
	Staffing Model - FTEs	April through June 2020 Actuals*	Variance	Staffing Model - FTEs	April through June 2020 Actuals*	Variance
Administration	36	42.9	(6.9)	22	12.2	9.8
Physical Medicine	82	110.8	(28.9)	42	34.7	7.7
Psychiatry	59	26.8	32.7	22	16.8	5.2
Psychology	97	56.6	40.1	36	9.3	26.5
Social Work	74	77.4	(3.2)	30	29.9	0.1
Rehabilitation	133	62.9	69.9	56	44.5	11.7
Non-Direct Care	146	145.4	0.6	42	53.5	(11.5)
Direct Care	1,342	1,338.3	3.9	523	386.4	136.2
Treatment Malls	80	88.4	(8.3)	32	14.2	17.8
Ward Managers	-	15.6	(15.6)	-	-	-
Treatment Team Coordinators	30	-	30.0	11	-	11.0
Legal Services	10	26.6	(16.6)	9	7.0	2.0
Quality Management	67	100.8	(33.8)	35	30.2	4.8
Business Office	10	9.4	0.6	6	9.3	(3.3)
Facilities	6	8.8	(2.8)	1	1.0	-
Housekeeping	120	102.2	17.9	45	40.6	4.4
Food Services	141	123.7	17.3	49	47.7	1.3
Warehouse & Laundry	12	-	12.0	2	6.5	(4.5)
Security	152	170.7	(18.7)	46	42.2	3.8
Staff Training & Development	33	36.5	(3.5)	16	4.8	11.2
Total	2,630	2,543.8	86.6	1,025	790.9	234.0

* Source: HRMS Payroll Data

- ✓ Table 2 provides a comparison of state fiscal year 2019 budget information and calendar year 2020 second quarter actuals by ward at WSH and ESH and the difference. Note that the basis for the budgeted numbers is all staff charged to specific wards in the official accounting records and the actuals from the HBPA Direct Care category are limited to Nursing staff.

**Behavioral Health Administration
Hospital Budget and Planning Application
SFY19 Average Budgeted FTEs vs. 2nd Quarter CY20 FTE Actuals by WARD**

Western State Hospital			
Ward	Budgeted*	Actuals**	Difference
Civil			
C2	46.5	45.0	1.5
C3	47.3	45.3	2.0
C4	49.6	1.5	48.1
C5	41.4	38.4	3.0
C6	43.5	34.8	8.8
C7	41.4	44.0	(2.6)
C8	45.8	45.5	0.3
S3	45.7	43.0	2.7
S7	42.3	44.3	(2.0)
S8	44.1	37.4	6.7
S9	44.2	39.9	4.3
E2	46.1	43.1	3.0
E4	47.7	62.2	(14.5)
E5	45.1	43.1	2.0
E6	46.8	-	46.8
E7	39.5	20.4	19.1
E8	45.1	32.8	12.3
HMH W1N	31.5	42.9	(11.4)
HMH W1S	40.8	49.3	(8.5)
Forensic			
E1	39.7	38.2	1.5
F1	47.9	36.7	11.2
F2	50.4	40.5	9.9
F3	41.8	38.9	2.9
F4	44.6	41.8	2.8
F5	51.9	41.1	10.8
F6	47.2	36.4	10.8
F7	40.3	34.9	5.4
F8	41.4	39.4	2.0
S10	42.8	41.0	1.8
S5	42.5	33.8	8.7
Float Pool	22.9	202.9	(180.0)
TOTAL	1,347.8	1,338.3	9.5

Eastern State Hospital			
Ward	Budgeted*	Actuals**	Difference
Civil			
1N1	58.0	45.7	12.3
2N1	45.0	34.0	11.0
3N1	42.0	30.3	11.7
B Ward	40.5	34.7	5.8
D Ward	39.0	29.5	9.5
E Ward	37.0	26.4	10.6
HMH	35.0	26.2	8.8
Forensic			
1S1	55.5	31.8	23.7
2N3	37.5	29.4	8.1
2S1	43.5	35.7	7.8
3S1	44.5	28.1	16.4
Float Pool	0.0	34.5	(34.5)
TOTAL	477.5	386.4	91.1

* Source: AFRS FTEs for SFY19 / SFY21 FTE allotments by ward under development for submittal to AFRS

SFY19 WSH budgeted numbers were based on estimated need and informed by prior year expenditures by ward. SFY19 ESH budgeted numbers were based on estimated need when reviewing prior year expenditures by ward and adjusted for available funding with the shortfall prorated across the hospital.

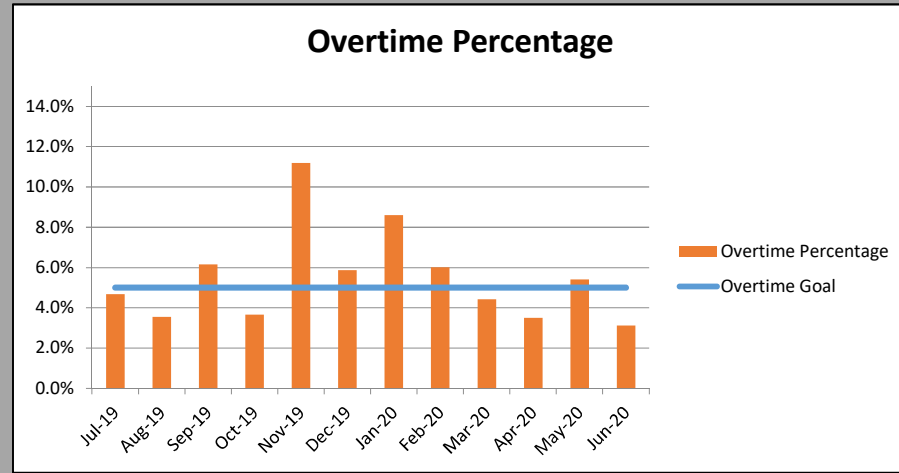
** Source: HRMS Payroll Data

Star & Stop up staff and hiring ramp up for 1N3 & 3N3 have been removed from the data and will be provided separately.

OFM - State Hospital Status Report
Reporting Unit: Eastern State Hospital

	01	02	03	04	05	06	07	08	09	10	11	12		
All Departments	July	August	September	October	November	December	January	February	March	April	May	June	FYTD 2020	TOTAL - FY 2020
Allotted	\$ 8,128,700	\$ 8,128,800	\$ 8,147,700	\$ 8,128,900	\$ 8,128,800	\$ 8,128,700	\$ 8,168,900	\$ 8,909,900	\$ 9,708,000	\$ 9,956,500	\$ 9,916,200	\$ 11,955,900	\$ 107,407,000	\$ 107,407,000
Salaries	\$ 5,148,100	\$ 5,148,100	\$ 5,148,200	\$ 5,148,200	\$ 5,148,200	\$ 5,148,200	\$ 5,171,800	\$ 5,608,900	\$ 6,076,900	\$ 6,163,900	\$ 6,193,300	\$ 6,585,000	\$ 66,688,800	\$ 66,688,800
Benefits	\$ 2,098,500	\$ 2,098,700	\$ 2,098,500	\$ 2,098,700	\$ 2,098,700	\$ 2,098,600	\$ 2,109,600	\$ 2,309,700	\$ 2,523,500	\$ 2,561,300	\$ 2,576,500	\$ 2,745,799	\$ 27,418,099	\$ 27,418,099
Contracts	\$ 5,000	\$ 5,000	\$ 24,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 79,000	\$ 79,000
Goods and Services	\$ 594,500	\$ 594,400	\$ 594,400	\$ 594,400	\$ 594,400	\$ 594,400	\$ 599,600	\$ 695,900	\$ 804,000	\$ 831,500	\$ 831,500	\$ 1,386,312	\$ 8,715,312	\$ 8,715,312
Travel	\$ 2,900	\$ 2,900	\$ 2,900	\$ 2,900	\$ 2,800	\$ 2,800	\$ 2,900	\$ 4,900	\$ 7,200	\$ 7,700	\$ 7,800	\$ 7,300	\$ 55,000	\$ 55,000
All Other	\$ 279,700	\$ 279,700	\$ 279,700	\$ 279,700	\$ 279,700	\$ 279,700	\$ 280,000	\$ 285,500	\$ 291,400	\$ 387,100	\$ 302,100	\$ 1,226,489	\$ 4,450,789	\$ 4,450,789
Expenditures	\$ 9,355,704	\$ 7,762,538	\$ 8,142,658	\$ 8,202,297	\$ 8,464,157	\$ 8,428,100	\$ 8,240,850	\$ 8,161,457	\$ 8,592,569	\$ 8,236,467	\$ 8,771,202	\$ 9,060,513	\$ 101,418,513	
Salaries	\$ 6,148,779	\$ 4,829,385	\$ 5,077,853	\$ 4,929,267	\$ 5,407,567	\$ 5,237,293	\$ 5,150,863	\$ 5,123,319	\$ 5,106,105	\$ 5,032,462	\$ 5,314,974	\$ 5,113,376	\$ 62,471,243	
Benefits	\$ 2,281,746	\$ 2,090,816	\$ 2,143,663	\$ 2,134,412	\$ 2,215,220	\$ 2,170,947	\$ 2,263,680	\$ 2,259,143	\$ 2,251,454	\$ 2,288,498	\$ 2,322,992	\$ 2,242,547	\$ 26,665,119	
Contracts	\$ 74,040	\$ 2,232	\$ 121,008	\$ 95,164	\$ 52,330	\$ 78,406	\$ 78,720	\$ 74,893	\$ 45,001	\$ 43,229	\$ 43,110	\$ 55,524	\$ 763,656	
Goods and Services	\$ 523,649	\$ 523,996	\$ 556,007	\$ 706,913	\$ 511,229	\$ 545,170	\$ 444,005	\$ 513,688	\$ 692,720	\$ 758,592	\$ 547,704	\$ 651,619	\$ 6,975,293	
Travel	\$ 5,770	\$ 6,929	\$ 6,513	\$ 19,072	\$ 3,447	\$ 6,308	\$ 6,050	\$ 7,457	\$ 6,438	\$ 2,527	\$ (7,437)	\$ 8,767	\$ 71,841	
All Other	\$ 321,721	\$ 309,181	\$ 237,615	\$ 317,469	\$ 274,364	\$ 389,976	\$ 297,531	\$ 182,957	\$ 490,851	\$ 111,158	\$ 549,860	\$ 988,680	\$ 4,471,361	
Variance	\$ (1,227,004)	\$ 366,262	\$ 5,042	\$ (73,397)	\$ (335,357)	\$ (299,400)	\$ (71,950)	\$ 748,443	\$ 1,115,431	\$ 1,720,033	\$ 1,144,998	\$ 2,895,387	\$ 5,988,487	
Salaries	\$ (1,000,679)	\$ 318,715	\$ 70,347	\$ 218,933	\$ (259,367)	\$ (89,093)	\$ 20,937	\$ 485,581	\$ 970,795	\$ 1,131,438	\$ 878,326	\$ 1,471,624	\$ 4,217,557	
Benefits	\$ (183,246)	\$ 7,884	\$ (45,163)	\$ (35,712)	\$ (116,520)	\$ (72,347)	\$ (154,080)	\$ 50,557	\$ 272,046	\$ 272,802	\$ 253,508	\$ 503,252	\$ 752,980	
Contracts	\$ (69,040)	\$ 2,768	\$ (97,008)	\$ (90,164)	\$ (47,330)	\$ (73,406)	\$ (73,720)	\$ (69,893)	\$ (40,001)	\$ (38,229)	\$ (38,110)	\$ (50,524)	\$ (684,656)	
Goods and Services	\$ 70,851	\$ 70,404	\$ 38,393	\$ (112,513)	\$ 83,171	\$ 49,230	\$ 155,595	\$ 182,212	\$ 111,280	\$ 72,908	\$ 283,796	\$ 734,693	\$ 1,740,019	
Travel	\$ (2,870)	\$ (4,029)	\$ (3,613)	\$ (16,172)	\$ (647)	\$ (3,508)	\$ (3,150)	\$ (2,557)	\$ 762	\$ 5,173	\$ 15,237	\$ (1,467)	\$ (16,841)	
All Other	\$ (42,021)	\$ (29,481)	\$ 42,085	\$ (37,769)	\$ 5,336	\$ (110,276)	\$ (17,531)	\$ 102,543	\$ (199,451)	\$ 275,942	\$ (247,760)	\$ 237,809	\$ (20,572)	

Expenditure Details - Dash Board



	Nurses	Psychiatrists	Admin/Other	Total Locums
July	\$ 15,393	\$ 178,344	\$ 74,040	\$ 267,777
August	\$ 13,132	\$ 135,909	\$ 2,232	\$ 151,273
September	\$ 6,432	\$ 141,224	\$ 121,008	\$ 268,664
October	\$ 16,599	\$ 126,553	\$ 68,094	\$ 211,246
November	\$ 6,533	\$ 98,328	\$ 51,080	\$ 155,941
December	\$ -	\$ 89,456	\$ 67,081	\$ 156,537
January	\$ -	\$ 68,320	\$ 51,354	\$ 119,674
February	\$ -	\$ 28,400	\$ 61,143	\$ 89,543
March	\$ -	\$ 25,152	\$ 41,501	\$ 66,653
April	\$ -	\$ 35,632	\$ 29,117	\$ 64,749
May	\$ -	\$ 29,344	\$ 39,497	\$ 68,841
June	\$ -	\$ 31,440	\$ (47,640)	\$ (16,200)
Total YTD Locum Expenditures				\$ 1,604,698

Current Filled positions	
Psychiatrist	15
Physicians	7
Physician Assistant Certified	5
Current Vacancies	
Psychiatrist	1
Physicians	1
Physician Assistant Certified	-

Notes: The filled Psychiatrist positions include 1 hire each for 1N3 and 3N3 with start dates of 09/2020 and 07/2020 respectively. Efforts are ongoing to fill the remaining psychiatric and physician positions.

Explanation of unusual expenditures :
One-time payout in July affecting objects A & B

	Current Month	Total YTD
Physicians' Extra-Duty	\$120,680	\$1,523,055

**Behavioral Health Administration
Overtime Report for Eastern State Hospital
Fiscal Year 2020**

Eastern State Hospital - Fiscal Year 2020

Salary Type	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL
FTE - State Classified (AA)	848.6	838.2	747.4	792.7	823.9	825.7	823.3	818.7	829.0	824.5	852.3	846.2	822.5
	5,792,379	4,622,574	4,723,000	4,711,238	4,801,375	4,840,777	4,760,040	4,788,137	4,821,427	4,816,490	5,005,455	4,921,801	\$ 58,604,692
FTE - OT and Call-back (AU)	38.0	23.3	40.6	24.5	75.3	40.1	51.4	39.5	31.2	24.9	37.2	21.9	37.3
	270,465	164,102	290,364	172,272	537,280	283,734	409,101	287,662	212,747	168,684	270,320	153,236	\$ 3,219,967
Goal	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Overtime Percentage (\$)	4.7%	3.6%	6.1%	3.7%	11.2%	5.9%	8.6%	6.0%	4.4%	3.5%	5.4%	3.1%	5.5%

Eastern State Hospital - Fiscal Year 2019

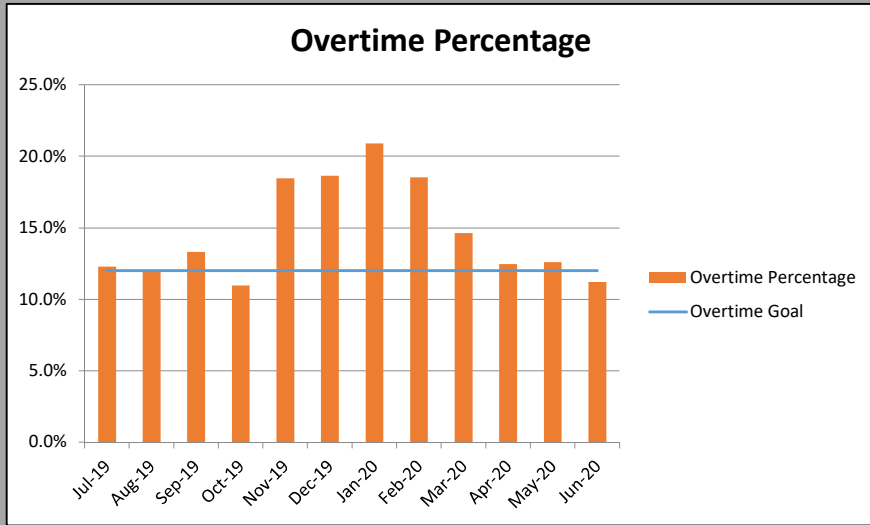
Salary Type	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	TOTAL
FTE - State Classified (AA)	806.3	800.1	795.3	785.9	788.5	800.7	796.68	793.8	805.7	805.3	817.7	836.6	802.7
	\$ 4,450,558	\$ 4,453,895	\$ 4,417,072	\$ 4,351,272	\$ 4,361,613	\$ 4,422,908	\$ 4,512,964	\$ 4,817,835	\$ 4,542,326	\$ 4,578,931	\$ 4,571,309	\$ 4,705,122	\$ 54,185,804
FTE - OT and Call-back (AU)	30.4	21.7	42.2	24.5	79.9	34.89	45.76	45.93	22.28	21.5	36.9	25.9	36.0
	\$ 206,839	\$ 143,799	\$ 292,244	\$ 164,745	\$ 559,827	\$ 243,246	\$ 322,268	\$ 318,457	\$ 149,274	\$ 142,198	\$ 254,865	\$ 182,841	\$ 2,980,603
Goal	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Overtime Percentage (\$)	4.6%	3.2%	6.6%	3.8%	12.8%	5.5%	7.1%	6.6%	3.3%	3.1%	5.6%	3.9%	5.5%

July 2019 overtime percentage is understated because AA is overstated for one-time payroll adjustments.

OFM - State Hospital Status Report
Reporting Unit: Western State Hospital

	01	02	03	04	05	06	07	08	09	10	11	12		
All Departments	July	August	September	October	November	December	January	February	March	April	May	June	FYTD 2020	TOTAL - FY 2020
Allotted	\$ 24,765,000	\$ 24,764,800	\$ 24,765,200	\$ 24,764,900	\$ 24,764,900	\$ 24,765,200	\$ 24,764,900	\$ 24,764,800	\$ 24,765,500	\$ 41,258,000	\$ 26,396,200	\$ 26,325,500	\$ 316,864,900	\$ 316,864,900
Salaries	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,200	\$ 15,038,100	\$ 25,043,600	\$ 16,058,700	\$ 16,058,612	\$ 192,504,612	\$ 192,504,612
Benefits	\$ 6,266,800	\$ 6,266,800	\$ 6,267,000	\$ 6,266,900	\$ 6,266,900	\$ 6,267,000	\$ 6,266,900	\$ 6,266,900	\$ 6,267,400	\$ 10,342,200	\$ 6,656,200	\$ 6,576,879	\$ 79,977,879	\$ 79,977,879
Contracts	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 378,800	\$ 529,600	\$ 393,900	\$ 394,300	\$ 4,727,000	\$ 4,727,000
Goods and Services	\$ 1,799,100	\$ 1,799,100	\$ 1,799,300	\$ 1,799,100	\$ 1,799,100	\$ 1,799,300	\$ 1,799,100	\$ 1,799,100	\$ 1,799,300	\$ 3,085,300	\$ 1,915,600	\$ 1,914,680	\$ 23,108,080	\$ 23,108,080
Travel	\$ 12,700	\$ 12,700	\$ 12,700	\$ 12,700	\$ 12,700	\$ 12,700	\$ 12,700	\$ 12,600	\$ 12,700	\$ 12,600	\$ 12,600	\$ 17,421	\$ 156,821	\$ 156,821
All Other	\$ 1,269,400	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 1,269,200	\$ 2,244,700	\$ 1,359,200	\$ 1,363,608	\$ 16,390,508	\$ 16,390,508
Expenditures	\$ 26,843,707	\$ 24,271,105	\$ 25,115,892	\$ 24,995,486	\$ 26,015,415	\$ 26,074,168	\$ 26,933,126	\$ 27,431,300	\$ 27,735,724	\$ 27,548,471	\$ 27,914,013	\$ 26,700,299	\$ 317,578,708	
Salaries	\$ 17,134,907	\$ 14,854,753	\$ 15,223,286	\$ 15,089,262	\$ 16,248,137	\$ 16,099,152	\$ 16,531,853	\$ 16,378,384	\$ 16,094,486	\$ 15,649,191	\$ 15,797,277	\$ 14,872,086	\$ 189,972,774	
Benefits	\$ 6,466,640	\$ 6,139,158	\$ 6,210,078	\$ 6,251,476	\$ 6,493,049	\$ 6,461,552	\$ 6,837,166	\$ 6,799,935	\$ 6,733,939	\$ 6,736,415	\$ 6,824,638	\$ 6,707,868	\$ 78,661,912	
Contracts	\$ 382,775	\$ 350,210	\$ 285,807	\$ 350,288	\$ 348,065	\$ 298,180	\$ 312,575	\$ 306,675	\$ 324,287	\$ 179,787	\$ 139,701	\$ 184,914	\$ 3,463,264	
Goods and Services	\$ 1,449,148	\$ 1,461,172	\$ 1,892,696	\$ 2,057,922	\$ 1,621,481	\$ 1,863,099	\$ 1,877,841	\$ 2,337,672	\$ 2,074,268	\$ 2,505,477	\$ 2,344,036	\$ 1,047,367	\$ 22,532,180	
Travel	\$ 1,300	\$ 2,932	\$ 11,773	\$ 8,215	\$ 21,847	\$ 8,266	\$ 3,743	\$ 7,998	\$ 2,569	\$ 7,748	\$ 460	\$ (15,191)	\$ 61,661	
All Other	\$ 1,408,938	\$ 1,462,881	\$ 1,492,253	\$ 1,238,323	\$ 1,282,836	\$ 1,343,919	\$ 1,369,949	\$ 1,600,636	\$ 2,506,175	\$ 2,469,852	\$ 2,807,901	\$ 3,903,255	\$ 22,886,917	
Variance	\$ (2,078,707)	\$ 493,695	\$ (350,692)	\$ (230,586)	\$ (1,250,515)	\$ (1,308,968)	\$ (2,168,226)	\$ (2,666,500)	\$ (2,970,224)	\$ 13,709,529	\$ (1,517,813)	\$ (374,799)	\$ (713,808)	
Salaries	\$ (2,096,707)	\$ 183,447	\$ (185,086)	\$ (51,062)	\$ (1,209,937)	\$ (1,060,952)	\$ (1,493,653)	\$ (1,340,184)	\$ (1,056,386)	\$ 9,394,409	\$ 261,423	\$ 1,186,526	\$ 2,531,838	
Benefits	\$ (199,840)	\$ 127,642	\$ 56,922	\$ 15,424	\$ (226,149)	\$ (194,552)	\$ (570,266)	\$ (533,035)	\$ (466,539)	\$ 3,605,785	\$ (168,438)	\$ (130,989)	\$ 1,315,967	
Contracts	\$ (3,975)	\$ 28,590	\$ 92,993	\$ 30,735	\$ 30,735	\$ 66,225	\$ 66,225	\$ 72,125	\$ 54,513	\$ 349,813	\$ 254,199	\$ 209,386	\$ 1,263,736	
Goods and Services	\$ 349,952	\$ 337,928	\$ (93,396)	\$ (258,822)	\$ 177,619	\$ (63,799)	\$ (78,741)	\$ (538,572)	\$ (274,968)	\$ 579,823	\$ (428,436)	\$ 867,313	\$ 575,900	
Travel	\$ 11,400	\$ 9,768	\$ 927	\$ 4,485	\$ (9,147)	\$ 4,434	\$ 8,957	\$ 4,602	\$ 10,131	\$ 4,852	\$ 12,140	\$ 32,612	\$ 95,160	
All Other	\$ (139,538)	\$ (193,681)	\$ (223,053)	\$ 30,877	\$ (13,636)	\$ (74,719)	\$ (100,749)	\$ (331,436)	\$ (1,236,975)	\$ (225,152)	\$ (1,448,701)	\$ (2,539,647)	\$ (6,496,409)	

Expenditure Details - Dash Board



Explanation of unusual expenditures :
One-time payout in July affecting objects A & B

	Nurses	Psychiatrists	Total Locums
July	\$ -	\$ 615,216	\$ 615,216
August	\$ -	\$ 759,609	\$ 759,609
September	\$ -	\$ 694,215	\$ 694,215
October	\$ -	\$ 733,238	\$ 733,238
November	\$ -	\$ 660,552	\$ 660,552
December	\$ 49,556	\$ 405,466	\$ 455,022
January	\$ 85,391	\$ 472,024	\$ 557,415
February	\$ 118,641	\$ 464,809	\$ 583,450
March	\$ 200,118	\$ 592,080	\$ 792,198
April	\$ 239,390	\$ 496,716	\$ 736,106
May	\$ 373,788	\$ 538,915	\$ 912,703
June	\$ 414,673	\$ 482,540	\$ 897,212
Total YTD Locum Expenditures			\$ 8,396,936

*Error in FM09 report causing an overstating of March Locum expenditures

	Current Month	Total YTD
Physicians' Extra-Duty	\$4,847	\$2,592,953

Psychiatrist and Physician Staffing Vacancy information	
Current Filled positions	
Psychiatrist	22
Physicians	21
Physician Assistant Certified	-
Current Vacancies	
Psychiatrist	23
Physicians	4
Physician Assistant Certified	-

Notes: Efforts continue to fill psychiatric positions. Nationwide shortage apparent.

**Behavioral Health Administration
Overtime Report for Western State Hospital
Fiscal Year 2020**

Western State Hospital - Fiscal Year 2020

Salary Type	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL
FTE - State Classified (AA)	2,406.3	2,411.5	2,040.8	2,306.6	2,326.5	2,331.7	2,355.1	2,347.3	2,378.2	2,393.6	2,418.6	2,398.5	2,342.9
	15,149,394	13,155,465	13,380,662	13,530,823	13,667,162	13,470,488	13,650,888	13,766,336	13,926,810	13,867,238	14,003,311	13,814,926	\$ 165,383,504
FTE - OT and Call-back (AU)	270.7	226.4	253.6	213.8	357.8	351.3	397.7	351.8	280.8	246.7	243.1	208.3	283.5
	1,861,480	1,582,337	1,780,205	1,482,331	2,524,682	2,512,055	2,853,348	2,551,107	2,037,620	1,729,231	1,764,787	1,549,100	\$ 24,228,283
Goal	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Overtime Percentage (\$)	12.3%	12.0%	13.3%	11.0%	18.5%	18.6%	20.9%	18.5%	14.6%	12.5%	12.6%	11.2%	14.7%

Western State Hospital - Fiscal Year 2019

Salary Type	July	August	September	October	November	December	January	February	March	April	May	June	TOTAL
FTE - State Classified (AA)	2,285.8	2,299.2	2,312.4	2,320.4	2,349.4	2,316.95	2,307.78	2,282.9	2,318.4	2,302.2	2,330.4	2,308.7	2,311.2
	\$ 12,505,123	\$ 12,569,750	\$ 12,668,332	\$ 12,703,731	\$ 12,759,007	\$ 12,772,477	\$ 12,797,697	\$ 12,687,092	\$ 12,879,879	\$ 12,756,124	\$ 12,883,825	\$ 12,722,335	\$ 152,705,372
FTE - OT and Call-back (AU)	290.7	250.5	301.1	258.8	398.6	290.37	337.46	326.2	254.9	217.1	240.5	221.4	282.3
	\$ 1,808,839	\$ 1,564,668	\$ 1,902,324	\$ 1,618,983	\$ 2,572,566	\$ 1,873,617	\$ 2,169,366	\$ 2,125,256	\$ 1,650,270	\$ 1,440,000	\$ 1,611,612	\$ 1,488,523	\$ 21,826,023
Goal	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Overtime Percentage (\$)	14.5%	12.4%	15.0%	12.7%	20.2%	14.7%	17.0%	16.8%	12.8%	11.3%	12.5%	11.7%	14.3%

July 2019 overtime percentage is understated because AA is overstated for one-time payroll adjustments.

Washington State Department of Social and Health Services

Western State Hospital

David L. Holt, Chief Executive Officer

Transforming
Lives

Cover Page

The following is the nurse staffing plan for Western State Hospital submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

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Attestation

I, the undersigned with responsibility for Western State Hospital, attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for 2020 and includes all units covered under our hospital under RCW 70.41. This plan was developed with consideration given to the following elements:

- Census, including total number of patients on unit/shift including discharges, admissions, and transfers.
- Level of intensity of all patients and nature of care delivered on each shift.
- Skill mix.
- Level of experience and specialty certification or training.
- Need for specialized or intensive equipment.
- Layout of patient care unit including placement of patient rooms, treatment areas, nursing stations, medication prep areas, and equipment.
- Staffing guidelines adopted by national nursing profession and specialty nursing organizations.
- Availability of other personnel supporting nursing services.
- Strategies to enable nurses to take meal and rest breaks.

This staffing plan was adopted by the hospital on: 03 / 01 / 2020

As approved by , CEO of Western State Hospital.

Western State Hospital 2020 Nurse Staffing Plan

Nurse Staffing Plan Purpose

This plan was developed for the management of scheduling and provision of daily staffing needs for the hospital, and to define a process that ensures the availability of qualified nursing staff to provide safe, reliable and effective care to our patients. This plan applies to all parts of the hospital licensed under RCW 70.41.

Nurse Staffing Plan Principles

- Access to high-quality nursing staff is critical to providing patients safe, reliable and effective care.
- The optimal staffing plan represents a partnership between nursing leadership and direct nursing care staff.
- Staffing is multifaceted and dynamic. The development of the plan must consider a wide range of variables.
- Data and measurable nurse sensitive indicators should help inform the staffing plan.

**These principles correspond to The American Nursing Association Principles of Safe Staffing.*

Nurse Staffing Plan Matrices

*Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up or down based on patient factors and skill-mix of hospital staff. The hospital has adopted the following matrices based on the HART Acuity Tool.

DAYS/EVES Monday - Friday

Ward	RN	LPN	FLOOR	Total
C2	2	1	5	8
C3	2	1	4	7
C5	2	1	4	7
C6	2	1	4	7
C7	2	1	5	8
C8	2	1	4	7
E2	2	1	6	9
E5	2	1	6	9
E6	2	1	7	10
E7	2	1	6	9
E8	2	1	6	9
S3	2	1	5	8
S7	2	1	4	7
S8	2	1	4	7
S9	2	1	4	7
E1	2	1	5	8
F1	2	1	6	9
F2	2	1	6	9
F3	2	1	6	9
F4	2	1	5	8
F5	2	1	6	9
F6	2	1	6	9
F7	2	1	5	8
F8	2	1	5	8
S10	2	1	5	8

Total	50	25	129	204
FTE	100.0	50.0	258.0	408.0

DAYS/EVES Sat/Sun

Ward	RN	LPN	Floor	Total
C2	2	1	5	8
C3	2	1	4	7
C5	2	1	4	7
C6	2	1	4	7
C7	2	1	5	8
C8	2	1	4	7
E2	2	1	6	9
E5	2	1	6	9
E6	2	1	7	10
E7	2	1	6	9
E8	2	1	6	9
S3	2	1	5	8
S7	2	1	4	7
S8	2	1	4	7
S9	2	1	4	7
E1	2	1	5	8
F1	2	1	6	9
F2	2	1	6	9
F3	2	1	6	9
F4	2	1	5	8
F5	2	1	6	9
F6	2	1	6	9
F7	2	1	5	8
F8	2	1	5	8
S10	2	1	5	8

Total	50	25	129	204
FTE	40.0	20.0	103.2	163.2

NOCS Sunday - Saturday

Ward	RN	LPN	Floor	Total
C2	2	1	2	5
C3	2	1	2	5
C5	2	1	2	5
C6	2	1	2	5
C7	2	1	2	5
C8	2	1	2	5
E2	2	1	2	5
E5	2	1	2	5
E6	2	1	2	5
E7	2	1	2	5
E8	2	1	2	5
S3	2	1	2	5
S7	2	1	2	5
S8	2	1	2	5
S9	2	1	2	5
E1	2	1	2	5
F1	2	1	2	5
F2	2	1	2	5
F3	2	1	2	5
F4	2	1	2	5
F5	2	1	2	5
F6	2	1	2	5
F7	2	1	2	5
F8	2	1	2	5
S10	2	1	2	5

Total	50	25	50	125
FTE	70.0	35.0	70.0	175.0

Proposed Staffing Model
 NURSING DEPARTMENT
 - DRAFT -

EASTERN STATE HOSPITAL

REMEMBER. ASSUME FULL CENSUS. TARGET = SAFE STAFF NUMBER IF NO 1:1, NO ESCORTS, NO ADMITS.

The number of RNs INCLUDES the RN3.

2018

RN3															
	RN3	BASE	RN	LPN	MHT/PSA	proposal	BASE	RN	LPN	MHT/PSA	RN3	BASE	RN	LPN	MHT/PSA
1N1		10	4	1	5		11	2 or 3	2	5 or 6		5	2	1	2
2N1		9	3	1	5		8	2	1	5		4	1	1	2
3N1		9	3	1	5		8	2	1	5		4	1	1	2
1S1		10	4	1	5		9	3	1	5		5	2	1	2
2S1		10	2 or 3	1 or 2	6		10	2	1	7		6	2	1	3
3S1		9	3	1	5		8	2	1	5		5	1	1	3
2N3		8	2	2	4		8	2	1	5		5	1	1	3
BPOD		10	2 or 3	1 or 2	6		9	2	1	6		6	2	1 or 0	3 or 4
DPOD		9	3	1	5		9	2	1	6		5	2	1	2
EPOD		8	2	1	5		8	2	1	5		4	2 or 1	0 or 1	2
HMH		6	2	1	3		6	2	0	4		4	2	0	2

DON															
	BASE	RN	LPN	MHT/PSA	Proposal	BASE	RN	LPN	MHT/PSA	RN3	BASE	RN	LPN	MHT/PSA	
1N1	DON BASE	10	4	1	5	DON BASE	10	4	1	5	DON BASE	5	2	1	3
2N1		9	3	1	5		8	2	1	5		4	2		2
3N1		9	3	1	5		9	3	1	5		4	2		2
1S1		10	4	1	5		10	3	1	6		5	2	1	2
2S1		11	3	1	7		10	3	1	6		6	2	1	3
3S1		9	3	1	5		9	3	1	5		5	2	1	2
2N3		8	3	1	4		8	2	1	5		5	1-2	1-2	2-3
BPOD		10	3	1	6		9	2	1	6		5	1	1	3
DPOD		9	3	1	5		9	3	1	5		5	1	1	3
EPOD		8	2	1	5		8	2	1	5		4	1	1	2
HMH		5	1	1	3		5	1	1	3		4	1	1	2

Joint proposa															
	BASE	RN	LPN	MHT/PSA	Joint proposa	BASE	RN	LPN	MHT/PSA	BASE	RN	LPN	MHT/PSA		
1N1	Base Final 7-3	10	4	1	5	Base Final 3-11	10	4	1	5	Base Final 11-7	5	2	1	3
2N1		9	3	1	5		8	2	1	5		4	2		2
3N1		9	3	1	5		9	3	1	5		4	2		2
1S1		10	4	1	5		9	3	1	5		5	2	1	2
2S1		11	3	1	7		10	2	2	6		6	2	1	3
3S1		9	3	1	5		9	3	1	5		5	1	1	3
2N3		8	3	1	4		8	2	1	5		5	2	1	2
BPOD		10	3	1	6		9	2	1	6		6	2	1	3
DPOD		9	3	1	5		9	3	1	5		5	1	1	3
EPOD		8	2	1	5		8	2	1	5		4	1	1	2
HMH		6	2	1	3		5	2	0	3		4	1	1	2

Proposed Staffing Model
NURSING DEPARTMENT
- DRAFT -

EASTERN STATE HOSPITAL

REMEMBER. ASSUME FULL CENSUS. TARGET = SAFE STAFF NUMBER IF NO 1:1, NO ESCORTS, NO ADMITS.

The number of RNs INCLUDES the RN3.

2020

RN3															
RN3	BASE	RN	LPN	MHT/PSA	proposal	BASE	RN	LPN	MHT/PSA	RN3	BASE	RN	LPN	MHT/PSA	
1N1		10	4	1	5		10	2 or 3	2	5 or 6		5	2	1	2
2N1		9	3	1	5		9	2	1	5		4	1	1	2
3N1		9	3	1	5		9	3	1	5		4	1	1	2
1S1			5	1	5		11	3	1	5		5	2	1	2
2S1		11	2 or 3	1 or 2	6		11	2	1	7		6	2	1	3
3S1		12	4	2	6		11	2	1	5		5	1	1	3
2N3		8	2	2	4		9	2	1	5		5	1	1	3
BPOD		10	2 or 3	1 or 2	6		9	2	1	6		5	2		3
DPOD		9	3	1	5		9	2	1	6		5	2	1	2
EPOD		8	2	1	5		8	2	1	5		2 or 1	0 or 1		3
HMH		6	2	1	3		6	2	0	4		4	2	0	2

STAFF

DON															
	BASE	RN	LPN	MHT/PSA	Proposal	BASE	RN	LPN	MHT/PSA	RN3	BASE	RN	LPN	MHT/PSA	
1N1	10	4	1	5		10	4	1	5		5	2	1	3	
2N1	9	3	1	5		9	3	1	5		4	2		2	
3N1	9	3	1	5		9	3	1	5		4	2		2	
1S1	10	4	1	5		10	3	1	6		5	2	1	2	
2S1	11	3	1	7		11	3	1	7		6	2	1	3	
3S1	10	3	1	5		10	3	1	5		5	2	1	2	
2N3	8	3	1	4		8	2	1	5		5	1-2	1-2	2-3	
BPOD	10	3	1	6		9	2	1	6		5	1	1	3	
DPOD	9	3	1	5		9	3	1	5		5	1	1	3	
EPOD	8	2	1	5		8	2	1	5		4	1	1	2	
HMH	6	2	1	3		7	2	1	4		4	1	1	2	

DON

Joint proposa															
	BASE	RN	LPN	MHT/PSA	Joint proposa	BASE	RN	LPN	MHT/PSA	BASE	RN	LPN	MHT/PSA		
1N1	10	4	1	5		10	4	1	5		5	2	1	3	
2N1	9	3	1	5		8	2	1	5		4	2		2	
3N1	9	3	1	5		9	3	1	5		4	2		2	
1S1	10	4	1	5		9	3	1	5		5	2	1	2	
2S1	11	3	1	7		10	2	2	6		6	2	1	3	
3S1	9	3	1	5		9	3	1	5		5	1	1	3	
2N3	8	3	1	4		8	2	1	5		5	2	1	2	
1N3	9	3	1	5		9	3	1	5		5	1	1	3	
3N3	9	3	1	5		9	3	1	5		5	1	1	3	
BPOD	10	3	1	6		9	2	1	6		6	2	1	3	
DPOD	9	3	1	5		9	3	1	5		5	1	1	3	
EPOD	8	2	1	5		8	2	1	5		4	1	1	2	
HMH	6	2	1	3		5	2	0	3		4	1	1	2	

JOINT