



## **MERCY/UNITY MNA RESPONSE- EXHIBIT B – EXTRA SHIFT PROCESS**

### **17. SCHEDULES AND POSTING**

- A. Posting of Work Schedules: Final schedules shall be posted twenty-eight (28) calendar days in advance of the nurse's scheduled work. Open shifts are to be posted to reach unit staffing core targets. Scheduling targets will be reviewed before any adjustments are made to the RN scheduling targets, whether an increase or decrease; review of the data and indicators will be initiated and brought forward to the LMC/SAC committee. A review will also be done on an annual basis. The posted schedule of hours shall not be changed without consent of the affected nurse(s). If open shifts are available the following process will be applied:

RN order of eligibility for extra hours/shifts

- a. Regular staff qualified to work on the unit (non-overtime and non-bonus).
- b. Casual staff qualified to work on the unit up to their commitment.
- c. Per diem qualified to work on the up to their commitment.
- d. Regular staff qualified to work on the unit (including overtime and bonus shifts).
- e. Casual staff qualified to work on the unit above their minimum commitment.
- f. Per diem above their minimum commitment.

If there are two (2) or more nurses who fit the particular criteria, seniority will be the determining factor.

B. Extra Hours Sign Up for All Staff:

Once the schedule has been posted, if there are hours/shifts that remain unfilled to reach unit staffing targets, the NSC will post them in Kronos. All qualified staff, including casuals, may sign up for extra hours/shifts, including OT per the following process:

1. Step 1 (Open Shifts Known When the Schedule is Posted):

- a. Once the schedule has been posted, if there are hours/shifts that remain unfilled, the NSC will post open hours/shifts in Kronos. These will be posted a minimum of 28 days prior to the start of the schedule (simultaneously with posting the schedule).
- b. During the first 7 days following the posting of the schedule, staff may sign up for open shifts in Kronos.

- c. All staff, including casuals, may sign up in Kronos for extra hours/shifts, including OT. Per Diem RNs must give their availability for the existing open shifts to their unit's NSC
  - d. If multiple shifts are posted during the initial schedule posting, nurses only need to sign up for the open shift listed, e.g., if there are three, 7a-3p shifts when the schedule is posted, nurses will see them posted as 7a-3p (3). If new open shifts are posted after the schedule is posted, nurses will need to sign up for the newly opened shifts.
  - e. All Open Shift requests submitted in the first 7 days will be considered simultaneous and granted according to the Order of Eligibility.
  - f. Confirmation and denial of the open shifts in Step 1 will be communicated via Kronos. The NSC will write in the reason for the denials in the Comment box.
  - g. Casual and Per Diem staff will be confirmed up to their commitment, following the Order of Eligibility.
2. Step 2 (Open Shifts Process after the Schedule is Posted):
- a. Remaining available shifts will be posted in Kronos. Any shifts that come available once the schedule has been posted will be listed as Open Shifts and denoted with an asterisk, shift label, and date that it was posted in parenthesis e.g. \*8-7am (3-3-13).
  - b. Shifts that become available after the schedule is posted will remain posted for at least 3 days prior to being awarded.
  - c. The NSC or designee will confirm staff availability, by phone, for extra work no sooner than 3 days after the shifts have been posted. Posting day is considered Day 1 and will remain posted until at least 3pm on Day 3 (ex. April 1 posted can be filled starting April 3, 3pm).
  - d. The NSC will offer shifts in the Order of Eligibility to nurses who are on the Open Shift list. NSC is to denote time of call in the Comment box. The most senior nurse has until 12:00 noon the next day to respond. It will continue in this manner until the shift is confirmed. (The NSC may call the next couple nurses in the Order of Eligibility to let them know there may be a shift available pending on the acceptance of more senior nurse.)
  - e. If the Open Shift list has not been exhausted by 4 days prior to start of shift the

NSC/designee will call the nurses remaining on the list giving them until noon of a designated day to call the NSC/designee back stating they are available for the shift. If the NSC for the specific unit is out of the office on the approval day, they will identify their designee who will accept calls on their behalf. On noon of the designated day, the NSC will confirm the shift using the Order of Eligibility based on who signed up for the shift

- f. If more senior nurses make themselves available on the Open Shift list after the calls have been initiated, they would not be considered unless the previously called nurse refuses the shift. If the nurse called refuses the shift, the RN Order of Eligibility for Extra Hours/Shifts would be utilized when calling the nurses remaining on the Open Shift list.

### 3. Step 3 (Fill Open Shifts that Occur 3 Days Prior to Start of Shift):

- a. For shifts that become available 3 days prior to the shift, the shift will not be posted, the NSC or designee will call qualified nurses in Order of Eligibility, including nurses who are currently working. The most senior eligible nurse has the opportunity for an extra shift. If the nurse does not answer the call, a message will be left and the NSC will continue calling other nurses with no time limit between calls. The first nurse to accept will be confirmed for the open shift. The Can Work list is used for “day of” needs only and is not used prior to the day of for open shift (see section 3. F Daily Staffing Process).

### C. Daily Staffing Process

- 1. The Staffing Office will use the Can Work List and call the nurses following the RN Order of Eligibility. Sign-ups on the Can Work list must be made prior to 2359 on the day before the shift in order for them to be considered timely. No time limit will be required between calls made by the Staffing Office. When nurses cannot be reached, a message will be left and calls will continue to remaining employees until confirmation takes place.
- 2. Once the Can Work List has been exhausted, Staffing will send out a page (HipLink, Everbridge, etc) to all qualified nurses to notify them of open shift needs for specific units. RNs will receive a text message, email and/ or voicemail regarding staffing needs for the specified unit. The message will define the unit and hours for which there is a need.
  - i. RNs will have 30 minutes to call back to the designated number. The paging system will not receive text or emails back as a response.
  - ii. Concurrently with the paging, the Staffer will call qualified RNs working in the hospital at the time of the need and notify them of the need. The RN will verify if they want to be included on the list of the other responding RNs.
  - iii. An RN does not need to respond to a call, email or text, unless they want to work.

- iv. After 30 minutes, the Staffer will review the list of qualified nurses that responded to the page, and currently working RNs who requested to be included on list.
- v. The shift will be granted following the Order of Eligibility.
- vi. The staffer will then call the nurse to confirm the shift, after the 30-minute response time. A call to confirm will be made within approximately fifteen (15) minutes from the end of the response time.
- vii. When the staffer calls to offer the shift to an RN, if the nurse accepts the shift, the shift is considered confirmed. When the Staffer calls the RN back within the designated time frame and there is no answer, the staffer will call the next nurse following the Order of Eligibility.
- viii. If there is no response to the page, the staffer will begin cold calling nurses following the Order of Eligibility to fill the need.

#### D. General Extra Hours Guidelines

1. Open shifts will be posted as whole shifts as much as possible (for example, a 3-11pm shift will generally not be split into 3-7pm and 7-11pm). However, if the Hospital is unsuccessful filling the 8 or 12-hour shift after exhausting the normal processes, the Hospital may split the shift into 4-hour holes. The splitting of 8 or 12-hour shifts into 4-hour holes will not occur any sooner than 3 days prior to the available shift. After that time, shifts may be split, though it is not required that they be split.
2. If there are consecutive 4-hour holes on the schedule for which no nurses have applied, the Hospital may combine them to make full 8 or 12-hour shifts. The combining of 4-hour holes into 8 or 12-hour shifts may occur up to 3 days prior to the available shift. After that time, shifts will not be combined.
3. Overtime will be confirmed in a consistent timeframe for all departments. This timeframe will be communicated to the staff as it changes.
4. Once staff have received confirmation of a shift, it is considered a regularly scheduled shift and may not be unconfirmed, but the nurse could be subject to the low need process.
5. Staff making themselves available for an entire shift will receive the shift before others available for a portion of the shift.
6. Patient Care Managers or their designee and the Staffing Office Manager will meet as needed to review house-wide staffing needs. If agency nurses are needed, the process defined in the contract would be followed.
7. In the event of a mandatory low need, the regularly scheduled RN will be given first opportunity for the subsequent additional work hours. (See Low Need –Mandatory Procedure)

8. If nurses are interested in tailoring the calls they receive from the Staffing Office for extra hours, they may complete the Do Not Call form. This would allow them to indicate a preference to not receive calls for specific shifts or to not be called at all for extra shifts.