


 Stanford Children's Health 	Approval Date: January 2020	Last Revision Date: January 2020
	Approved by:  	
Departments Affected: All Departments		
Personnel: All staff	Page 1 of 5	
Name of Policy: Staffing: Absent Day		

I. POLICY STATEMENT





All Patient Care Services [Registered Nurse (RN), Licensed Vocational Nurse (LVN), Certified Nursing Assistant (CNA), Unit Secretary Assistant (USA), Milieu Counselors and Patient Companions] will be canceled according to these written criteria

II. DEFINITIONS





A. Absent time: time off due to an excess of staffing resources. Absent time can be either voluntary or mandatory. Patient Care Team members are employees scheduled on the units listed below (IV: C) through the Staffing Office.

III. PROCESS





- A. The Resource Nurse will determine the skill level, category and number of staff required, based on unit needs. If there is an excess of staff in a particular category, Absent Time will be given. The Resource Nurse, in collaboration with the Staffing Coordinator, will identify the staff to whom voluntary or mandatory Absent Time will be given (see section I.3.d.1).
- B. The Staffing Coordinator will be responsible to document the Absent Time that has been taken in KRONOS. The Resource Nurse will be responsible to document Absent Time on the daily staffing sheet. Discrepancies regarding Absent Day errors will be referred to the Staffing Office Manager. The Staffing Office Manager will work with the staff's Unit Manager to reach a decision is an error occurred.
- C. For the purposes of determining Absent Time (Voluntary & Mandatory), the accumulation period for counting hours towards Absent Time will be every pay period.
*The accumulation period for winter holidays (Thanksgiving, Christmas and New Year's) will coincide with the closed staffing period of each winter holiday.
- D. Absent Time is counted in actual hours taken. e.g., 8 hours on-call counts as 4 hours. These hours are counted for each staff member up until the start of their regularly scheduled shift. Absent Time and on call hours taken during the shift are not counted until the start of their next scheduled shift.
- E. The Staff member can choose to use Paid Time Off (PTO) or take time off without pay if Absent ("A") Time is granted that same day. Committee for Recognition of Nursing Achievement (CRONA) Registered Nurses (RN) may also use Absent Time Off (ATO.)
 - 1. Overscheduled Commitment Staff (OSC as identified by the manager in the schedule book) who request "A" time on a designated OSC shift or are not used on their OSC shifts will not receive Absent hours credit for those shifts. The shifts will be counted as regular days off for the sole purpose of determining the order of subsequent cancellations. Further, nurses who are cancelled on an OSC shift will be eligible to take PTO or ATO for the cancelled OSC shift, if desired.
- F. Float Team Staff members, both core and relief, will be designated to a "Home Base Unit", for the purpose of Absent Time eligibility.

 Stanford Children's Health 	Approval Date: January 2020	Last Revision Date: January 2020
	Approved by:  	
Departments Affected: All Departments		
Personnel: All staff	Page 2 of 5	
Name of Policy: Staffing: Absent Day		

- G. Staff will not be mandatorily floated to provide voluntary “A” days on another unit. However, staff who are oriented to and meet the required competency skills of another unit and want to work may request to float to that unit so that staff there can be granted an “Absent Day” in compliance with all other floating guidelines.
- H. **Voluntary Absent Time:** The patient care staff member (core or relief) will request Voluntary Absent Time (VAT) sending an email to ADay@stanfordchildrens.org at least 8 hours prior to his/her scheduled shift. Patient Care Staff may also request Voluntary Absent Time within the 8 hours preceding the shift, but they will be placed at the bottom of the list regardless of seniority or the amount of PTO or “A” time they have already taken.
- I. **Voluntary Absent Time is granted as follows:**
1. Calculate the number of Voluntary Absent Time and PTO hours that have already been taken (Mandatory hours are excluded).
 2. Travelers may be used in order to grant Voluntary ADays. The staff member with the fewest used Voluntary Absent Time and PTO hours will be granted the shift off first.
 3. If the number of hours are the same and skill mix is not an issue, the Staff Member with the most seniority will be given the shift off.
 - a. Relief staff will be eligible for Voluntary Absent Time using the same procedures that apply to regular staff.
 - b. It is the responsibility of the Patient Care Staff Member desiring an “A” day to either be available to take a call from or to call in to the staffing office. No later than one and one-half hours prior to the start of the shift. If the staff member does not answer the phone and has not called, the Staffing Office will move on to the next person eligible. Voluntary absent time will be offered no later than one and one-half hours prior to the start of the shift on all units. The employee(s) on each unit will be “on hold” until the start of the shift to allow adequate staffing. The employee(s) who accepts the on hold “Aday must be available to come in to work until the start of the shift. If the Staff Member(s) is called in to work prior to the start of the shift, he/she must come in to work and will be paid for the entire shift.
 - c. If the staffing needs change, the staffing office will attempt to contact any employee(s) who was granted an “A” Day. If contact is made before the start of the scheduled shift for the A day being granted, and the employee(s) chooses to come in to work, he/she will be paid straight time for the entire shift.
 - d. If contact is made after the start of the shift, and the staffing office requests the RN to come in, and the RN elects to work, he/she will be paid time and one half for actual hours worked.
 - (1) It is the Manager, Assistant Manager or Resource Nurse who will determine, based on seniority and skill mix who will receive an “A” day.
- J. **Mandatory Absent Time**
1. Before giving Mandatory Absent Time (MAT) in the overstaffed job classification:

 Stanford Children's Health 	Approval Date: January 2020	Last Revision Date: January 2020
	Approved by:  	
Departments Affected: All Departments		
Personnel: All staff	Page 3 of 5	
Name of Policy: Staffing: Absent Day		

- a. Grant Voluntary Absent Time requests (see section I above).
- b. Cancel OSC Relief Staff
- c. Cancel OSC Core Staff
- d. Cancel Managers in patient care staffing count.
- e. Cancel Traveler, Registry or Agency Staff
2. When giving Mandatory Absent Time:
 - a. Cancel Relief Staff – in reverse order of commitment. Relief L is cancelled first, then Relief A, then Relief B, then Relief C. If relief staff are of the same commitment, then the person with the fewest number of cancelled hours during the period would be cancelled. If that is equal, the least senior relief nurse would be cancelled.
 - b. Exception: Relief Milieu Counselors may work over core CNA's on the Med/Psych unit, but Relief Milieu Counselors may not work over core CNA's on other Acute Care Units.
 - c. If a relief nursing department employee is scheduled to work on an Acute Care Unit, s/he must be cancelled before any permanent staff nurse in the region. Permanent nursing department employees on Closed Staffing Units will be offered the opportunity to float before being given Mandatory Absent Time. Patient Care Core Staff Members may work before any Relief, if they meet the skill level and competencies of the unit on which the Relief Staff Member is working or scheduled. For example, a core RN from one unit within the region can bump a relief RN from another unit but cannot bump a core RN from another unit.
3. Cancel Core Staff in the overstaffed category (example: if you are overstaffed with Nurses Aides, cancel only Nurses Aides, not Licensed Vocational Nurse (LVN) in the following order:
 - a. Cancel the Core Staff member with the fewest number of Absent Day and on-call hours (Voluntary and Mandatory)
 - b. If the number of hours taken is equal, cancel the least senior person.
 - c. When both mandatory and voluntary A days are being given, the following shall apply:
 - (1) The last voluntary staff members will be placed on hold until the start of the shift
 - (2) Staff given mandatories will inform the staffing office if they want to be held until the start of the shift INSTEAD OF the RN who was given the last Voluntary A Day.
 - (3) The last Mandatory ADAY employee(s)(who so desires) will be allowed to be placed On Hold until the start of the shift and the original Voluntary A Day may have the hold removed and will be granted the A day (Permitting unit staffing needs). \

 Stanford Children's Health 	Approval Date: January 2020	Last Revision Date: January 2020
	Approved by:  	
Departments Affected: All Departments		
Personnel: All staff	Page 4 of 5	
Name of Policy: Staffing: Absent Day		





- (4) If staffing needs change BEFORE the start of the shift, the Mandatory On Hold (by choice) or Voluntary On Hold will be required to come in for STRAIGHT TIME.
- (5) If staffing needs change AFTER the start of the shift, the Mandatory On Hold will be asked if s/he WANTS to return to work for time and one half.
- (6) All Mandatories should inform the staffing office if they would like to be called back should staffing needs change AFTER the start of the shift.
- (7) All Mandatories who indicate they would like to be called back for time and one half if staffing needs change AFTER the start of the shift will be called before the SNC lists are utilized.

K. **Determination of Mandatory Absent Time** is based on the fewest number of Absent (voluntary and mandatory) hours and on-call hours that have been taken. All else being equal, the least senior person is cancelled. All Absent Time hours and on-call hours (voluntary and mandatory) will be included in the calculation of Absent Time hours up to the beginning of the regularly scheduled shift. Staff must be notified of a Mandatory Absent Day at least one and one half hours before the start of their shift in ALL units. CRONA nurses called back to work after receiving a Mandatory Absent Day will be paid time and a half for those hours worked.

L. **General Considerations for Voluntary and Mandatory Absent Time:**

1. Voluntary and Mandatory Absent Time will be determined by the Resource Nurse after considering the skill mix of the unit. Units are allowed to place up to 2 staff on hold at a time.
2. If more than one individual is cancelled in a particular day, best efforts will be made to cancel each for his/her entire shift; i.e. 8 or 12 hours. In order to grant full shifts off, first priority for time off is given to the individual who has already received a partial shift of Mandatory "A" time.
3. Mandatory Absent time will be given in 4 hour, 8 hour or 12 hour increments in accordance with unit needs.
4. The last staff member (relief or core) who has received a mandatory "A" day should be given the first option of returning to work if the unit needs change.
5. If a CRONA RN is given a Mandatory "A" day in error, and not given the opportunity to resolve said error within the pay period in which the error occurred, the RN will be paid.
6. Voluntary "A" time hours may be granted in any number and combination as may be mutually agreed upon by management and the affected staff member. All Mandatory "A" time for 8-hour shift employees that is granted prior to the beginning of the shift will be granted on an 8-hour basis. For the purpose of granting Mandatory "A" time for 12-hour shift employees, that shift will be divided into no more than 2 blocks.

IV. **DOCUMENT INFORMATION**

 Stanford Children's Health 	Approval Date: January 2020	Last Revision Date: January 2020
	Approved by:  	
Departments Affected: All Departments		
Personnel: All staff		Page 5 of 5
Name of Policy: Staffing: Absent Day		

A. References

Reference	Level of Evidence	Review Date
CRONA Contract		

- B. Author/Original Date
Staffing Office Policy and Procedure Review Committee, 6/92
- C. Distribution and Training Requirements
This policy resides in the Patient Care Manual of Lucile Packard Children's Hospital Stanford.
- D. Review and Renewal Requirements
This policy will be reviewed and/or revised every three years or as required by change of law or practice.
- E. Review and Revision History
9/93, 8/94, 10/95, 5/97, 11/97, 11/00, 11/02, 10/03, 12/04, 8/06, 5/08, 1/09, 1/12, 1/13, 6/17
Nurse Practice Committee, 7/06, 5/08, 1/09, 9/09, 4/10, 1/12, 1/13
- F. Approvals
Policy Review Committee, 10/09, 5/10, 4/12, 1/13, 6/17, 11/19
Operations Leadership Council, 1/20

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