

## **House Bill 905- Hospitals - Clinical Staffing Committees and Plans - Establishment**

**Position: *Oppose***

April 1, 2025

Senate Finance Committee

On behalf of Adventist Healthcare Fort Washington Medical Center, we appreciate the opportunity to comment in opposition of House Bill 905.

Fort Washington Medical Center has well-established processes for determining appropriate staffing levels. These processes include:

- Setting the initial staffing schedule at the expected census for any given unit.
- Evaluating the patient census and staffing levels prior to each shift and throughout the shift.
- Additionally, staffing is reviewed at unit huddles at the start of each shift and during daily hospital-wide safety huddles.
- Front line staff utilize a self-scheduling model to identify availability and preference for shift work.

The workflows listed above are informed by The Joint Commission and Centers for Medicare and Medicaid Services. These organizations establish requirements and national guidelines which prioritize patient safety and positive clinical outcomes.

Fort Washington Medical Center recognizes the importance of engaging our frontline team members in making staffing decisions.

- A Shared Governance model is in place that is comprised exclusively of bedside and frontline staff, so they have an official and protected space to voice care challenges and propose solutions.
- Cadenced staff surveys with opportunity for anonymous feedback
- Each year, leaders are required to develop process improvement plans for employee engagement and culture of safety topics
- Employee Turnover rate continues to trend to world class set by the Advisory Boards standards.
- The application process is underway for the Pathway to Excellence program, whose focus is on positive practice environment that empowers and engages staff.



This collaborative approach ensures that those directly involved in patient care have a voice in determining appropriate staffing levels.

The impact of this work is readily apparent in our clinical outcomes.

- Fort Washington Medical Center is the only hospital in Prince Georges County that obtained a Leapfrog Grade A in Spring 2024
- Patient Experience has improved since 2022 and trending towards World Class by Press Ganey standards.

Hospital staffing plans are reviewed and updated several times a day to account for fluctuating patient volumes, bed availability, individual patient acuity, and the availability and experience of clinical staff. Hospitals need real-time flexibility to respond to and accommodate complex, evolving circumstances. A single, centralized staffing committee lacks the dexterity needed to respond in real time to volume changes and care demands.

Additionally, clinical staffing plans must be developed by clinical team members. These decisions require specific knowledge and expertise to ensure patient safety. While we fully support engaging front line staff in these decisions, clinical staffing should be guided by clinical personnel while non-clinical staff can inform non-clinical staffing.

Fort Washington Medical Center is deeply committed to supporting our workforce and to collaborating on solutions that strengthen our workforce and advance health care in Maryland. We are concerned that HB 905 fails to reflect the complexities of hospital staffing and does not address the root cause of workforce shortages.

For these reasons, we request an *unfavorable* report on HB 905.

Respectfully submitted,

Daffodil Baez

President,  
Adventist HealthCare Fort Washington Medical Center