COVID-19 Staffing Needs—Redeployment
Frequently Asked Questions for Leaders

Spectrum Health may alter our responses below based on the evolution of the situation.
FAQ as of March 18, 2020—Spectrum Health Internal Use Only

REQUESTING A RESOURCE

Q: Who does this apply to?
A: This applies to all departments/team members, except providers and Lakeland at this time.

Q: What is the lead time needed for a staffing request?
A: Leaders with staffing needs are encouraged to submit requests as soon as they know there is a need—up to 72 hours in advance—to allow time for evaluation of greatest need. Leaders should follow regular protocol to fill needs from their own department first. In rare circumstances, for critical or patient care needs only, leaders should use discretion to determine if it is more appropriate to offer incentive payments through regular staffing options or submit a request for redeployed resources via this process.

Q. Who can fill out the request?
A. All leaders can fill out a request or delegate this to appropriate administrative support.

Q: How do I ensure my team members without work due to operational impacts from COVID-19, are putting in their availability?
A. This process is under development. Please connect with your team members and encourage them to submit their availability.

Q: How will I know my request has been filled?
A: Leaders will receive a confirmation email including information regarding the resource(s) they will receive.

Q: Can my request for resources get denied?
A: Requests will not be filled if there are no team members available. Redeployed resources will be placed in the areas of greatest need.

Q: My team member provided availability outside of my department. How will I know if they are placed?
A: Leaders will be copied on the email their team member receives outlining their assignment.

Q: One of my team members was redeployed. Do I need to edit in API?
A: The redeployed team member should be badging to the cost center to which they were assigned. No action is needed on the part of the leader in these instances.

RECEIVING A RESOURCE

Q: How will I train new team members assigned to my unit?
A: Leaders should determine the minimum training requirements a team member would need to be successful and develop necessary resources.

Q: How will team members redeployed to my department get the appropriate access to technology and facilities?
A. The Central Staffing Office will assist in obtaining appropriate access. If there are issues, please contact them at 616.267.0435.

Q: A team member called me and asked if I had work for them to do. Where should I direct them?
A: Direct that team member to the "I have availability" tool.

COVID-19 Staffing Needs—System Labor Pool
Frequently Asked Questions for Team Members

Spectrum Health may readdress our responses below based on the evolution of the situation.
FAQ as of March 18, 2020—Spectrum Health Internal Use Only

FOR TEAM MEMBERS SUBMITTING AVAILABILITY IN ADDITION TO THEIR CURRENT SCHEDULE:

Q: I want to help and am willing to pick up extra hours. How do I do this?
A: First connect with your leader to determine you are not needed in your department. If there are no needs in your department, please use the "I have availability"-tool.

Q: Can I volunteer for an assignment in a specific area?
A: In order to allocate resources to the most appropriate place, we are using a method for assigning resources based on employee skill set and areas of greatest need rather than granting requests for specific assignments.

Q: What if I am no longer able to work for a time I listed as available?
A: Work is underway to determine this process. Please check the COVID-19 Information Center on InSite for the most up to date information.

Q: How far in advance do you need my availability?
A: In this fluid time we are working to fill shifts for the next 24-72 hours. To match staffing availability with demand for additional team members, we are requesting you submit your availability starting 3/18/20 for the next seven days and continue to maintain seven days of availability in the tool.

Q. If my department does not have work for me, do I have to submit my availability?
A: Yes. This will help us understand our total supply of labor and allocate resources to our areas of greatest need.

FOR TEAM MEMBERS WHO WILL BE REDEPLOYED:

Q: How will my assignment be determined?
A: Redeployment decisions are being made to allocate resources to the most appropriate place for employee skillset and patient needs. We are prioritizing based on current job, licensure and certifications, experience and location. It is possible not everyone will be assigned.

Q: How will I get information about my redeployed assignment?
A: Information regarding your assignment will be communicated to you via email and/or phone.

Q: What if I need to call in for a shift that I have been redeployed to?
A: Team members who need to call in for their shifts should contact the Central Staffing Office, a line of communication is being developed.

Q: Will my pay be different for a redeployed assignment?
A: All team members will receive their existing base rate of pay for any shifts they are assigned, with overtime and shift differential as appropriate.

Q: Will I be reimbursed for travel?
A: All travel will be reimbursed according to the current Travel and Expense Reimbursement policy - #637.

Q: How will I be trained?
A: Orientation to your redeployed assignment will be determined by the department leader or department educational resources.

Q: Can I refuse the shift that I have been assigned to pick up?
A: We are in unprecedented times and we need all hands on deck. Redeployment decisions are being made to allocate resources to the most appropriate place for employee skillset and patient needs. If a team member refuses the assignment, they will need to use PTO or go unpaid. Team members are not allowed to accrue a negative PTO balance for these situations.

Q. I reported to my assignment and have questions or concerns (i.e.: my badge access isn't working, I don't have Epic access) what do I do?
A. We are in the process of developing a line of communication for you to report these concerns.

COVID-19 Central Staffing Office - Frequently Asked Questions

Spectrum Health may readdress our responses below based on the evolution of the situation.
<mark>**Updated March 26, 2020**</mark>

<u>FOR TEAM MEMBERS WHO HAVE BEEN REDEPLOYED OR REASSIGNED:</u>

Q: Can I volunteer for an assignment in a specific area?
A: No, in order to allocate resources based on highest priority, we are using a method for assigning resources based on employee skill set and areas of greatest need rather than granting requests for specific assignments.

Q: How can I indicate partial shift availability in the online tool?
A: The online tool is currently structured to indicate availability based on full time status. If you have partial shift availability, please indicate that in the notes section of your submission.

Q: How will my assignment be determined?
A: Redeployment and reassignment decisions are being made to allocate resources to the most appropriate place for employee skillset and patient needs. We are prioritizing based on current job, licensure and certifications, experience and location.

Q: What is the difference between redeployment and reassignment?
A: Redeployment is intended to fill labor gaps that are urgent or in the moment (0-48 hours) as well as up to two (2) weeks. Reassignment is intended to fill labor needs for periods of time that are longer than two (2) weeks and/or for priority areas during pandemic surge capacity. Team members being reassigned are temporarily moved to the supervisor and cost center of their new area. In Lawson, they will be given a COVID-19 Reassignment User Field, so all reassignments can be tracked.

Q: When and how will I get information about my assignment?
A: The Central Staffing Office will contact team members via phone to inform them of their assignment. Assignments are filled on a daily basis and prioritized based on business need. You will be informed of your assignment as soon as we have one for you.

Q: How will I be trained for my temporary role?
A: Orientation to your temporary assignment will be determined by the department leader or department education team.

Q: What if I am given an assignment that is different from my regular schedule?
A: Assignment decisions are being made to allocate resources to the most appropriate place for employee skillset and patient needs, regardless of schedule variances. We ask that team members are flexible with their schedules and encourage them to accept the assignment they were given. If a team member chooses not to accept the assignment, they will need to use PTO or go unpaid. Team members are unable to accrue a negative PTO balance for these situations.

Q: School is closed, and I have no childcare so I cannot work.
A: Team members who perform a role essential to patient care may be required to work onsite and may be eligible for childcare assistance through Spectrum Health. Find out if you qualify by taking this [childcare request survey]. Or visit the [Child Care Resources] page on the [COVID-19 Team Member Resources] site for a list of childcare support options. Team members who can work from home will be allowed to work remotely with children in the home or to flex your schedule where possible. Discuss these options with your leader.

Q: Can I refuse the temporary reassignment that I have been allocated to?
A: Team members who are currently performing a role essential to patient care or who have the skills and qualifications to perform those roles, are strongly encouraged to accept an assignment to serve our patients through this pandemic. Those refusing an assignment will be required to use Paid Time Off (PTO) until

exhausted (and will not be allowed go negative), and they will likely not be entitled to Unemployment Compensation since work is available.

Q: What if I am no longer able to work at a time I was assigned?
A: Team members are strongly encouraged to accept a redeployment assignment to serve our patients through this pandemic. If an assignment does not align with your schedule please inform your leader and you will be required to use Paid Time Off (PTO).

Q: What if I need to call in for a shift that I have been reassigned to?
A: Team members who need to call in for their shifts should contact their newly assigned leader.

Q: How long will I temporarily be reassigned to this role?
A: Given the changing nature and needs related to the COVID-19 pandemic, assignment time lengths will vary. We are constantly evaluating organizational needs and as a result may make changes to assignments on an ongoing basis.

Q: What if I have been reassigned to work on a day that I have previously requested to take PTO?
A: Please work with your current and newly assigned leader, to determine if PTO was previously approved and still viable. If yes, then PTO will be granted. If no, then team member will be expected to work their scheduled assignment.

Q: What if I do not have the proper attire or supplies for my temporarily assigned role, will these be provided to me?
A: Your newly assigned leader will be responsible for providing you with the necessary attire and/or supplies to be successful in your role.

Q: What if there are no current jobs that fit my skills or abilities?
A: If you are otherwise able to work and are waiting for redeployment, you will be eligible to receive Emergent Pay for up to 80 hours. Refer to the **Emergent Pay FAQ** on InSite for more information.

**Q: If I have a desire to receive overtime, can I volunteer to pick up shifts above my FTE?**
A: Yes, you can submit your availability through the 'I have availability' tool and volunteer to pick up shifts. However, extra shifts are not guaranteed.

Q: Will I be reimbursed for travel?
A: All travel will be reimbursed according to the current **Travel and Expense Reimbursement policy** which can be referred to on PolicyTech.

Q: Where do I park?
A: Please review parking specifics for the location you are assigned to on the Parking and Transportation InSite page by selecting the location in the "When traveling to:" drop down box:
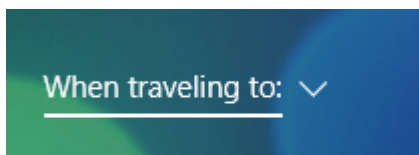
Q: I have completed my COVID-19 employee screening survey prior to reporting to work, and it indicates I cannot report to work. Who do I inform?
A: If your survey response indicates you are not cleared to report to work, do not report to your assigned location and inform your newly assigned leader immediately.

Q: I reported to my assignment and have questions or concerns (i.e.: my badge access isn't working (I don't have Epic access) what do I do?
A: If you have any access issues in your newly assigned role, please inform your new leader and e-mail the Central Staffing Office at centralstaffingoffice@spectrumhealth.org

Q: What if I am an exempt team member moving to a non-exempt position.
A: In these types of situations, supervisor level and below will be moved from exempt status to non-exempt, to allow them to receive shift differentials and overtime when applicable. Manager level and above will remain in an exempt status and assume the additional responsibility.

FOR LEADERS WHO HAVE TEAM MEMBERS REDEPLOYED OR REASSIGNED:

Q: How do I know the resources assigned to me are qualified to do the work?
A: We've created a tool to allocate resources to the most appropriate place for employee skillset and patient needs. We are prioritizing based on current job, licensure and certifications, experience and skillset. There may be some team members who need additional training or onboarding prior to beginning their new assignment. Department leadership and/or educational teams will be responsible for managing this.

Q: What do I do if I encounter performance issues with my temporarily assigned team member?
A: Temporarily assigned team members will be treated as a part of your team. Thus, they will be held to the same policies and expectations as other members of your team. Use the **Performance Correction and Internal Review** policy on PolicyTech to manage performance issues and contact your HR partner, as needed.

Q: Can I request or deny team members to be assigned to my department?
A: No, in order to allocate resources based on highest priority, we are using a method for assigning resources based on employee skill set and areas of greatest need rather than granting requests for specific assignments.

Q: How does the Central Staffing Office overlap with the resources provided from the traditional resource center?
A: The Central Staffing Office is responsible for staffing needs related to COVID-19 support only. The traditional resource center will continue to support daily staffing needs unrelated to COVID-19 as they arise.

Q: What if I no longer have a need that requires resources from the Central Staffing Office?
A: If you no longer have a need, please e-mail the Central Staffing Office at centralstaffingofffice@spectrumhealth.org to inform them that your request is no longer needed.

Q: What if I need to update my original "I have a need" request? (i.e. I originally requested 10 resources and now I only need 5)
A: If your need has been adjusted, please e-mail the Central Staffing Office at centralstaffingofffice@spectrumhealth.org to inform them that your request has changed.

Q: What if I have a need to request a large number of resources to support my team?
A: The online tool is currently structured to allow single need to be matched with one (1) team member. If you have a need for 11 or more individuals, please submit your request to the Central Staffing Office e-mail inbox at centralstaffingoffice@spectrumhealth.org.

Q: What if my reassigned team member calls in for a shift?
A: If the absence is as a result of COVID-19 related symptoms, please advise the redeployed team member to contact the Virtual Triage hotline (1.855.648.9706). If they are required to quarantine after contacting the Virtual Triage hotline, it may result in a **Public Crisis Pay Support (PCPS)** coding in API. Please also inform this team member to contact IDM (1.616.391.2275) as they may be eligible for a leave of absence. For all other absences, please refer to the **Attendance & Reliability** policy on PolicyTech to manage performance issues and contact your HR Generalist, as needed.

Q: What if my assigned team member has PTO on a day they have been scheduled.
A: Please check with the "home department" leader to verify that the PTO was approved for the redeployed team member. If approved, the new leader must allow the time off and submit a new request via the 'I have a need' tool. If not approved, then it is up to the new leaders' discretion to approve or deny the PTO.

Q: Who is responsible for submitting the Employment Status Change (ESC) for reassignments?

A: The ESC will be submitted by the Central Staffing Office when reassignment decisions are made. Team members who are reassigned will be temporarily moved to the supervisor and cost center of their new area. In Lawson, they will be given a COVID-19 Reassignment User Field, so all reassignments can be tracked.

Provider COVID-19 Redeployment FAQ's

Q: **When should I fill out the [Provider available for redeployment form?](#)**

A: When your department does not have work for you and you are **not** on the "Essential Provider" list for your specialty. If you do not know if you are on the "Essential Provider" list, reach out to your Department Chief. If you are a resident or fellow, I can be redeployed by my Program Director.

Q: **Why can't "Essential Providers" be available for redeployment?**

A: To prepare for the surge plan, all "Essential Providers" will need to be on stand-by to staff the hospital when the census becomes critical.

Q: **Why are there only certain shifts available?**

A: To standardize and streamline matching Providers to the demand. There are three 8-hour shifts and six 4-hour shifts, they are as follows:

8-hour shifts	4-hour shifts
8:00am – 4:00pm	8:00am – 12:00pm
4:00pm – 12:00am	12:00pm – 4:00pm
12:00am – 8:00am	4:00pm – 8:00pm
	8:00pm – 12:00am
	12:00am – 4:00am
	4:00am – 8:00am

Q: **May I volunteer for an assignment in a specific area?**

A In order to allocate Providers to the most appropriate areas, we are using a method based on areas of greatest need, system priorities and provider skill set. This will be very fluid based on operational and clinical demands.

Q: What if I am no longer able to work for a time I listed as available?

A: Please send an email at least 24 hours in advance to [Ambulatory Practice Operations](#) with changes and copy your Department Chief.

Q: What if I become sick and I am unable to report to my assignment?

A: Please send an email to [Ambulatory Practice Operations](#) as early as possible before your shift and copy your Department Chief.

Q: How far in advance do you need my availability?

A: You may choose either temporary (next 2 weeks) or indefinite. At the end of your 2-week temporary assignment, you will need to fill out a new Provider Available for Redeployment form.

Q: How long will I be deployed to a new area?

A: You will either be deployed for a temporary assignment of 2 weeks or indefinite.

Q: How will my work be tracked?

A: All work is tracked in a central repository that is visible to physician compensation.

Q: Who can take me off an indefinite redeployment?

A: Your Department Chief or Program Director. They will need to send an email to [Ambulatory Practice Operations.](#)

Q: May I deny my deployment assignment?

A: If you deny your deployment assignment, you will be required to take PTO and your Department Chief or Program Director will be notified.

Q: **May I request my MA or other support staff to be redeployed to the same assignment as me?**

A: To be as efficient as possible when a provider is redeployed, we ask that they do not request their MA or other support staff to go with them on the new assignment. This would create challenges within the Central Staff Office process and it makes it hard to guarantee that they are the best match for the role they are redeployed to.