

ORLANDO HEALTH REHABILITATION INSTITUTE
OUTPATIENT PROGRAM SCOPE OF SERVICES 2014- 2015

Revised January 2015

Mission Statement / Philosophy

The mission of Orlando Health and Orlando Health Rehabilitation Institute (OHRI) is to improve the health and quality of life of the individuals and communities we serve. Our vision is to be a trusted leader inspiring hope through the advancement of health.

OHRI's Purpose Statement is *"Through interdisciplinary rehabilitation we will relieve, restore and reintegrate."*

Department Organization and Reporting Paths

The Manager of Orlando Health Rehabilitation Institute oversees the daily operational activities at Orlando Health Rehabilitation Outpatient Services, including staff supervision, scheduling, budgeting of resources, maintenance of a safe, therapeutic environment, and compiling and distributing pertinent information to the department's stakeholders. Orlando Health Rehabilitation Institute's management reports to the Orlando Health Chief Nursing Officer who reports to the President of the Orlando Health Adult Hospital Group. The Orlando Health Institute Medical Director is responsible for directing the medical and rehabilitation management of the programs outpatients, and reviewing performance improvement initiatives for all programs in the outpatient setting.

All staff participates in identifying performance improvement initiatives and in ongoing monitoring of quality initiatives in accordance with the Corporate Performance Improvement Plan. Specific performance improvement initiatives are developed for outpatient services based on needs identified through Outcomes Management, Patient Satisfaction Surveys and other stakeholder input. Performance Improvement and Outcomes Management Information indicators and focus studies are compiled by Orlando Health Rehabilitation Institute management or designees and reported to the Quality Leadership Council, community stakeholders, and Quarterly Outcomes Advisory Committee. Performance Improvement and outcome information is provided to staff at staff meetings and is posted in designated areas. Outcomes are shared with various stakeholders semiannually via multiple means of communication.

Staff meetings are held monthly and more frequently if required.

The manager of Orlando Health Rehabilitation Institute participates in a Therapeutic Rehabilitation Council. It is the purpose of this council to ensure the coordination of the delivery of rehabilitation services, maintenance of the highest quality of care and compliance with Standards of Practice and Policies and Procedures. The Therapeutic Rehabilitation Council meets monthly, more frequently if needed. An Outcomes Advisory Committee meets twice a year to review financial performance, efficiency and effectiveness of the program, access, customer service, outcome studies and patient satisfaction. Financial statements and monthly operation review systems are used to evaluate trends and assist in the budgeting process.

Services Provided

Orlando Health Rehabilitation Institute Outpatient Services is located at 100 West Gore Street, Suite 104 in the Lucerne Medical Plaza. The program provides rehabilitation care for outpatients 8 a.m. to 5:00 p.m., Monday through Friday. A patient first philosophy is the foundation of all of our programs. Therapists and the nurse case manager/patient care coordinator (when applicable) work closely with other members of the rehabilitation team in developing and implementing the plan of care for each patient. Foremost in planning is the patient's stated goals. These are established during the evaluation period and are integral to planning and establishing outcomes. The Nurse Case Manager plays a key role as the coordinator of care for the multiservice patient (patients receiving more than one type of therapy) by facilitating team conferences, meeting with and providing program-orientation to patients and their families, and assisting the team in providing ongoing education regarding the patient's diagnosis and related healthcare topics. The Nurse Case Manager may also assist by making referrals to necessary community services and by communicating with insurance companies. For patients receiving one type of therapy, their therapist will provide orientation, education, and make referrals to necessary community services. Front desk staff and/or the Nurse Case Manager assist single service patient care by communicating with insurance companies.

Fiscal Responsibility/ Financial Accessibility

Monthly financial statements and monthly operation review systems are used to evaluate trends and assist in the budgeting process.

Outpatient services do not discriminate based on socioeconomic status, race, religion, or disability.

We accept a variety of funding sources, including private insurance, self-pay, and state programs. The charges and fees are specific to payor source and are available upon request. As rates are negotiated with payors on a global basis for Orlando Health and patient's needs are unique to each admission, this is provided on a case by case basis. For those not using a third party payor, we will provide our self-pay policy and access to our patient business representatives for assistance.

Our fees will vary depending on the services actually received during the admission.

Discharge support/community benefits for those who qualify.

- Discharge support is an OH administered program in which patients are pre approved for financial assistances prior to being discharged from the hospital.
- Patients may be approved for Community Benefits on a case by case basis after submitting a financial statement. Income should never exceed 400% of the federal poverty guidelines for a family of 4.
- Patients will be seen who have previously been approved for uncompensated care by OH.

Patient financial records are audited quarterly for financial integrity. 10% of the total new admissions are reviewed to insure that the bills accurately reflect the services that were

Types of Patients / Population Served

Patients served are ages 13 and above who have been diagnosed with a traumatic or anoxic brain injury, hemorrhagic or ischemic stroke, C-1 incomplete spinal cord injury, C-2 or below complete or incomplete spinal cord injury, an orthopedic problem(s), an amputation(s), major multiple trauma, burns and / or a neurological impairment. The patient must exhibit a potential for rehabilitation and their past medical history and present medical condition must be favorable for a comprehensive rehabilitation program. Candidates must be medically stable. Medications are not administered by the nurse in the outpatient program. The patients should exhibit the psychological status and behavioral status to allow them to participate in the rehab process, and must not exhibit uncontrollable behaviors that are harmful to themselves or others. Some patients will demonstrate confusion, agitation, and behavioral issues due to neurological trauma, which may be addressed in their treatment plan as appropriate. The therapist or nurse reserves the right to refuse treatment if they deem the patient to be impaired due to any reason, to include but not limited to suspected influence of alcohol or medications (prescription drugs or otherwise), where safety would be compromised for that session. With repeat occurrences, the therapist/nurse reserves the right to refer the patient back to their physician to reassess the appropriateness of therapy and will require a new prescription for the patient to return to outpatient rehabilitation.

Admissions and Referral Process

Referral Process

Patients may be referred by physicians, discharge planners, allied health professionals, third party payers, family members or other patients. Patients will need a physician's order to be evaluated by the appropriate therapists/disciplines, which may include evaluations by Physical Therapy, Occupational Therapy, and/or Speech/Language Pathology. Under certain circumstances, patients may be seen for Physical Therapy or Speech/Language Therapy under direct access, when permitted by the state practice act and hospital medical staff bylaws. Some patients require all three disciplines, while others may require only one or two. Specific orders may be required for certain types of evaluations (i.e. Rehab Swallow Study, Wheelchair Evaluation, etc.). Therapists will evaluate persons referred to the program to determine their potential to participate in and benefit from a comprehensive outpatient rehabilitation program.

Admission Process

Admission Criteria (single and multi-service)

Standards for admission include:

- The patient is at least 13 years of age and has a history of traumatic brain injury, cerebrovascular accident, major trauma, other neurological impairment, spinal cord injury, vestibular dysfunction, amputee, or orthopedic problems. Please refer to Scopes of services specific to traumatic brain injury, cerebrovascular accident, or spinal cord injury for specific details regarding admission criteria.

- The patient is in need of therapeutic intervention for the improvement of physical, cognitive, communicative, behavioral, social, and/or emotional functioning. The patient can benefit from rehabilitation.
- The patient requires minimal nursing care and is living in the community with family or other support system. No medications will be administered via nursing in the outpatient setting.
- The patient is manageable within the staffing limitations.
- The patient's past medical history present medical and psychological condition are favorable for a comprehensive rehabilitation program and will not preclude attendance and/or participation in the program.
- The patient has an available family/other support system.
- Pertinent medical, educational, and vocational records have been formally requested with patient/guardian consent.
- The patient has insurance coverage, other funding or meets criteria for uncompensated care.
- The patient agrees to adhere to the attendance policy.

For patients who are ventilator dependent or have phrenic nerve pacers (diaphragmatic pacer), the following additional standards must be met for the patient to be admitted to the program:

- The patient must be medically stable and able to tolerate evaluations and therapies prescribed
- The patient must be under the care of a pulmonologist and able to produce the physician's name and contact information upon admission to the program.
- The patient must be medically cleared for rehab by the physician who is following their pulmonary or phrenic nerve pacer status.
- The patient/family/caregiver must bring with them:
 - Portable ventilator if on the vent
 - Portable oxygen and tubing if required by the patient
 - Portable suctioning equipment if the patient ever requires suctioning
 - Resuscitation bag and mask
 - Cough assist device if available
 - Fully charged extra battery and box if patient has a phrenic nerve pacer

Multi-service patients

Patients who are candidates for the Orlando Health Rehabilitation Institute (OHRI) outpatient program are reviewed and approved by the Medical Director or his designee, the Manager of Rehabilitation or her designee, and / or the Nurse Case Manager/Patient Care Coordinator with input from the rehabilitation team as appropriate. Funding sources often require authorization and include Medicare, Florida Worker's Compensation, Medicaid, Florida Brain and Spinal Cord Injury Program, insurance and other payers.

Upon admission, patients and families who receive more than one type of therapy are offered a program orientation to become more familiar with services offered and to receive important information and education regarding their health, diagnosis, and prevention of injuries or other complications. A family conference is automatically offered upon completion of the initial evaluation (approximately the 3rd week of program admission). However, family conferences

may be scheduled more frequently upon request or as recommended by the rehabilitation team throughout the course of outpatient rehabilitation.

The multidisciplinary evaluations /assessments are conducted by each of the involved licensed team members. The initial evaluation is completed and a formal report indicating the results of the evaluation is filed within 3 clinical visits. If the Nurse evaluates the patient, results of that assessment are documented and filed within 24 hours.

Services provided are based on the assessed needs of the patient including their level of function before illness, developmental considerations, cultural and religious needs. The evaluation will assess impairments, assess and recommend activity limitations such as activities of daily living, and assess and recommend participation restrictions such as driving or return to work. Patient progress is assessed on an ongoing basis and changes in the treatment plan are discussed and agreed upon in treatment sessions at least weekly and in team and family conferences when applicable. Educational needs, if applicable, are addressed by the team with the school's integration coordinator. Neuropsychology, Psychology, and/or Mental Health Counseling Services may be recommended and referrals made as appropriate.

Treatment plans are based on input provided from the evaluations of all the professional team members involved and by the patient and family/support system. The frequency of therapy needed to help patients meet their goals is determined by the therapists, but will take into account the personal needs of the patient and their family. All team members are responsible for carrying out the interdisciplinary treatment plan. The patients and their families assist in the development and implementation of a person-centered treatment plan which is unique to the patient based on the individual's goals, including the environmental factors that impact their lives in their day to day routines. Treatment aims at restoring the highest level of function to allow patients to resume activities they were involved prior to disability when possible and/or to establish new routines within their capability that maximize quality of life and community integration.

Single service patients

Patient referred for one type of therapy receive an evaluation based on the information provided by the referral source or on the doctor's prescription. The patient will be scheduled for an initial evaluation to be performed by the appropriate discipline. A formal report, indicating the results of the evaluation will be sent to the physician and other appropriate parties following the evaluation.

The evaluation will include:

- Review of referral information
- Request and review of necessary clinical information from previous medical records or hospitalization, including prior rehabilitation
- Interview with patient and/or family member or significant others.
- Performance of evaluation as indicated by each discipline's standards of practice.
- The evaluation/assessment shall contain a statement of patient's functional levels, prior level of function, patient/family goals and an objective assessment of the patient's current status as related to complaint. Goals, plan of care, and frequency, intensity and duration of treatment will be established consistent with the findings of the objective evaluation.
- The patient and family will be advised of assessment findings and will be allowed to participate in forming an appropriate plan of care.

- Cultural needs will be addressed on an individual basis.

The therapist will provide program orientation to assist the patient in becoming more familiar with services offered. Important information and education regarding their health, diagnosis, and prevention of injuries or other complications is also provided. Patient progress is reassessed at least weekly, with goals reassessed at least monthly, or at the prescription's duration, or more often if goals are met prior to month's end.

The therapist is responsible for coordinating the care of patient including referring to community resources, orientation to start and finish times of treatment sessions, intake of patient goals, and review of the cancellation policy and overall plan of care.

The program conforms to a series of rigorous and internationally recognized standards developed by the Commission on Accreditation of Rehabilitation Facilities (CARF). Currently accredited programs include our brain injury, spinal cord injury, stroke, multiple service, and single service rehabilitation programs.

Program Structure

- The Nurse Case Manager/ Care Coordinator is responsible for coordinating the care for multiservice patients and assists in communicating with the team, physicians, and insurance companies regarding patient care and progress. Front Desk Staff also assist in verifying insurance benefits and obtaining authorization.
- Team conferences are held for multiservice patients and led by the Nurse Case Manager. Treatment changes are decided by the entire treatment team and discussed with patient/family during treatment sessions or in family conferences.
- Family conferences are offered to patients receiving more than one therapy service upon completion of the initial evaluation, at week three after admission. Otherwise, family conferences are held as frequently as requested by the team and / or the patient and family. Patients/families receiving one therapy usually communicate directly with that therapist during sessions and as needed. However, family conferences will be arranged upon request.
- Formal orientation to rehabilitation is initiated by the Nurse Case Manager and/or the treating therapist. All team members are responsible for orientation.
- Schedules are created on a weekly basis and take into account patient/family preferences and times of availability whenever possible. Multiple therapies may be scheduled on the same day for scheduling and transportation convenience.
- Translation Services are available as needed and provided free of charge to patients and family members who speak a language other than English.

- Patients are reassessed by the treatment team at least monthly to evaluate progress. Input from the team will be utilized to update the Goals and Outcomes and Plan of Care and to establish and / or confirm the anticipated discharge date based on a person-centered philosophy.
- In order for patients, families, and caregivers to be capable of providing the necessary support, they must have an understanding of the disease process, the patient's functional disabilities, the rehabilitation process / goals and knowledge of resources available to them after discharge. Training and support for patients and others may occur on a one-on-one basis or in formalized groups and is the responsibility of every member of the team. Successful reintegration of the patient into the community requires the support of family members and / or significant others.
- Discharge planning begins during the admissions phases and continues throughout the program. Responsibility for discharge planning is shared by all members of the treatment team, including the patient and their family as appropriate. Referrals are made as indicated and follow up contacts are made by the designated person (sometimes the patient or family member) to facilitate successful integration into the community.

Discharge Criteria

Patients and family members are given as much notice as possible before discharge from outpatient services. Discharge planning starts upon admission to the program and continues throughout the course of rehabilitation. Patients and families are trained on the use of compensatory strategies and home exercise programs, as applicable, to assist with the transition to life without formal intervention, as the goal is for patients to become independent with their therapy program or for family members to assist with exercises at home. Prior to the discharge process, the patient may be referred to appropriate community resources (i.e. vocational rehabilitation, Office of Students with Disabilities, Sheltered Workshops, etc.) and assisted in attaining necessary equipment to promote safety and independence.

Patients may be discharged from the program when:

- The patient has received maximum benefit from the program by achieving all of the rehabilitation goals.
- After comprehensive evaluation, the patient is determined to have no potential to benefit from and / or ability to tolerate our comprehensive outpatient rehabilitation program.
- The patient is unable to make further progress toward rehabilitation goals.
- The patient no longer requires skilled rehabilitation services to achieve rehabilitation goals.
- The patient is admitted to the hospital or experiences a major intervening surgical, medical or psychological problem that precludes benefit from a continued intensive rehabilitation program.
- The patient and / or the family are no longer willing to be active participants in the program.
- The patient / family exercises legal rights and denies the services offered.

- The patient's needs demonstrate the ability to benefit from an extension or continuation of services through community resources not offered directly by the outpatient program (i.e. vocational rehabilitation, school based intervention, etc).
- The Prescription/plan of care has expired (per physician specified order or insurance provider criteria)
- The patient's insurance coverage is exhausted and the patient refuses the option of continuing treatment under self-pay status.
- Lack of patient attendance/compliance (3 unexcused absences from appointments, the individual is unwilling to participate in treatment or treatment attendance has been inconsistent and efforts to address these factors have not been successful.)
- The individual is transferred or discharged to another location where ongoing service from the current provider is not reasonably available. Efforts will be made to refer for continuation of services in the new locale.

In providing and discontinuing services, Orlando Health Rehabilitation Institute staff supports and adheres to:

- The State of Florida Practice Standards
- Professional organization's practice standards and code of ethics
- Orlando Health, Inc. Code of Conduct and Standards of Care / Practice

Staffing

Therapy staffing is determined by outpatient census. Staff members are assigned to each patient by team to maintain consistency for the patient. Staffing deficits are addressed by using pool therapy staff, deploying therapy staff from other Orlando Health, Inc. facilities, or authorizing overtime. Staffing overage is addressed by canceling pool staff, floating core staff to another Orlando Health, Inc. facility or unit, or allowing use of paid time off (PTO). Staffing standards will allow for participation in in-services, committees, meetings, and educational opportunities.

Staff Orientation, Education and Competencies

Orlando Health Rehabilitation Institute team members participate in hospital new employee orientation and educational activities. Department orientation is completed during the new employee's Introductory Appraisal period under the guidance and direction of an assigned preceptor / mentor and the Rehabilitation Manager. Annual competencies are also assigned and completed each year to address high risk, low volume, or other important skills or concepts for team members.

Orientation is comprehensive and individualized according to employee's specific needs. New employees are assigned to a preceptor who is skilled in the specialized care required for the agreed upon orientation period.

Coaching plans or performance evaluations are completed twice a year providing an opportunity to assess the competencies and skills of the team members.

Staff Education is provided on an ongoing basis to include new equipment, new policies and procedures and other topics according to periodic needs assessments. Licensed therapy staff and nurses are granted educational reimbursements based on the specific needs of the department. Information provided on an ongoing basis includes but is not limited to:

- Annual Mandatory Education:
 - Patient's Rights
 - Fire Safety
 - Patient, employee and guest security
 - Infection Control
 - Occupational Safety and Health Administration (O.S.H.A.) In-service
 - Risk Management
 - Cardiopulmonary Resuscitation (CPR) Certification; bi-annually
 - Maladaptive Behavior Policies & Procedures
 - Nonviolent Crisis Intervention education and training for all rehabilitation staff
 - HIPPA standards
 - IT security
- In-services to include products, equipment, procedures, patient care issues, hospital policies and procedures

Staff Competency

Staff members are required to maintain competencies specific to the level of practice required at Orlando Health Rehabilitation Institute as part of Orlando Health, Inc. policy as demonstrated by current licenses and / or certifications, and competency assessments. All therapists are required to pass, with an 84% grade, an Annual Clinical Review and an annual skills assessment.

Types and Skills of Staff

The staff or team members employed by the outpatient rehabilitation department are competent, qualified, ethical, and licensed and / or certified where required. The rehabilitation teams are maintained on a constant basis with therapists assigned to patients. When it is necessary for another therapist to work with a patient, the primary therapist has established the plan of care to be followed and provides any necessary information to the treating therapist. This level of teamwork and communication allows the patient to receive seamless, necessary care even when their primary therapist is unavailable. An interdisciplinary, (meaning involving multiple specialty

areas), approach is used for providing care to the patients at the Orlando Health Rehabilitation Institute.

The rehabilitation interdisciplinary team consists of the following members:

- Physiatrist
- Registered Nurse Case Manager / Certified Rehabilitation Registered Nurse
- Spinal Cord Injury Network Coordinator
- Physical Therapists
- Physical Therapist Assistants
- Occupational Therapists
 - Certified Driving Rehabilitation Specialist
- Speech Language Pathologists
- Neuropsychologist
- Rehabilitation Aide

Available as needed

- Respiratory Therapists
- Clinical Psychologist
- Clinical Social Worker (LCSW)
- Chaplain
- Dietician
- External Case Managers

Support Departments

Outpatient Manager provides clinic supervision, support and staffing from 8a.m. to 5:30 p.m., Monday through Friday and after regular hours as needed. The Outpatient Manager is responsible for all day at day operational activities.

Outpatient Clinical Specialists provides clinic oversight and support during regular clinic hours of operation. The clinical specialists are responsible for the appropriate scheduling of staff and patients and assist the manager in operational activities.

Office/support staff obtains insurance authorization, registers patients and provides admission paperwork to department.

Biomedical Engineering performs routine equipment evaluation and appropriate documentation. Maintains and repairs electronic equipment and obtains outside assistance as necessary. Each location in conjunction with Biomedical ensures all electrical patient care items have current maintenance label.

Central Supply orders supplies and maintains them on a par level system.

Education and Development provides corporate education and staff development.

Human Resources:

- Recruits new employees into the system
- Maintains list of available positions
- Processes hired employees into the system
- Maintains personnel files
- Generates 90-day and semi-annual coaching plan forms
- Resource for manager in event of disciplinary action, suspension, termination, or employee grievances.
- Resource for employee benefits

Engineering provides minor maintenance to the department upon verbal request. Provides, supervises, or coordinates major maintenance or projects to the department upon written request. The outpatient clinic is a leased space.

Environmental Services can be contacted to provide special services. The outpatient clinic is a leased space, and is cleaned by the facility's management.

Finance Department provides written budget management and expenditure reports on a monthly basis and assists with annual budget requests. Payroll is prepared through this department and they serve as a resource to address payroll issues.

Health Information Management maintains the official patient record after discharge. It is responsible for fulfilling any outside written request for a copy of the medical record. It will make charts available, after written notification, for retrospective analysis.

Infection Control provides routine surveillance activities and serves as a resource regarding infection control issues.

Information Services

- Provides continuous, efficient computerized data processing and other systems related services.
- Provides education regarding use of various systems within Orlando Health.
- Provides quotes for the capital purchase of computer hardware.
- Provides and monitors security access codes for the various systems within Orlando Health.

Marketing provides direction of the marketing plan, marketing collateral, competitive analysis and an advertising program. They maintain the content of all Orlando Health digital and social media. The marketing department operates under the ethical standards of the American Marketing Association and Orlando Health.

Materials Management provides certain patient care equipment and purchases authorized on non-stock and capital equipment items. It issues a monthly supply and utilization report.

Orlando Health Institute for Learning

- Conducts initial orientation for new employees
- Conducts classes for personnel, professional and CTE development
- Provides for the continuum of professional development

Patient Business Services: Provides support to the business operations of the department

Pastoral Services is available on request.

Protective Services:

- Provides escort upon request for any employee entering or leaving the building.
- Upon proper identification of the requesting person, will unlock department doors.
- Provides and maintains employee identification badges.
- Is notified if any person that could pose a threat or hazard to any employee, patient or visitor is called to their attention.

Quality Management facilitates task forces regarding process improvement initiatives.

Regulatory Department serves as resource for The Joint Commission and other regulatory standards compliance.

Registered Dietician is available for consultation.

Respiratory Therapist is available to assess and monitor the patient's respiratory status as needed. In the event of an emergency, 911 will be called.

Revenue Integrity: Assures the ethical implementation of all aspects of patient billing.

Risk Management processes incident reports regarding variances and provides feedback to department.

Safety Department conducts surveillance walks and periodic fire drills.

Outside/Contract Services will be utilized if cost effective and appropriate. Services must be coordinated through the appropriate departments in order to ensure compliance to Orlando Health and State/Federal guidelines.