

# **SCOPE OF SERVICES**

## **ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE**

### **2023-2024**

#### **MISSION STATEMENT/PHILOSOPHY**

The mission of Orlando Health Advanced Rehabilitation Institute (OHARI) 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. OHARI's Purpose Statement is "Through interdisciplinary rehabilitation we will relieve, restore and reintegrate."

#### **DEPARTMENT ORGANIZATION AND REPORTING PATHS**

Nursing services at OHARI are overseen by the Chief Nursing Officer. The Nursing Operations Manager, (NOM), is responsible for daily operations, administrative and hospital strategic planning. The NOM reports directly to the Chief Nursing Officer.

A total of two (2) Assistant Nurse Managers (ANMs) assists the NOM with daily operations and administrative duties. A charge nurse is assigned when the Clinical ANMs are not on duty. The Clinical ANM or charge nurse is responsible for shift supervision to include generation of patient assignments and subsequent shift coverage and assuming a leadership role during crisis and/or acute situations.

Therapy services at OHARI are overseen by the Director of Rehabilitation. A total of two (2) therapy supervisors assist with daily operations, administrative and hospital strategic planning. There are four (4) Clinical Specialists who oversee program development.

Departmental information is shared among the team members by various routes, including: team huddles during each shift, email, bulletin board postings, live in-services, poster in-services, informational newsletters and quarterly summits.

Hospital Practice Council (HPC): This group works collaboratively with the unit leadership team in efforts to improve interdisciplinary care delivery to patients. The council is comprised of an elected chair and open to clinical team members. HPC meets once a month formally and works closely together on identified process improvements, quality improvements, team member satisfaction, and customer service initiatives. Our practice council supports the shared governance model instituted within our organization.

#### **SERVICES PROVIDED/Customers Served**

OHARI provides rehabilitation care to inpatients on a 24- hour, 7 days a week basis.

##### ***The Program:***

OHARI has 54 inpatient beds and is located at 1300 Hempel Ave, Ocoee, FL. Currently the CARF accredited programs include brain injury, spinal cord injury, stroke and comprehensive rehabilitation.

***Types of Patients/Population Served:*** Patients served must meet following criteria:

- Aged 12 (weigh at least 40kgs) and above
- Demonstrate the need for a comprehensive rehabilitation program
- Have complex medical management needs
- Tolerate 3 hours of intense therapy per day at least 5 days a week

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- Diagnosis including, but not limited to:
  - stroke,
  - spinal cord injury, complete or incomplete C5 level & below
  - brain injury, Ranchos level 4 & above
  - amputation(s),
  - major multiple trauma,
  - burns
  - neurological impairment

Additionally, the OHARI has a specialized Disorders of Consciousness (DoC) Program which focuses on the care of patients in vegetative and minimally conscious states (Rancho's level II-III).

OHARI currently is unable to accept patients who cannot participate in the program due to:

- severe confusion
- behavioral issues
- requiring ventilator support

Patients should have a potential for discharge to a community environment such as their own home, a family member's home or an Assisted-living Facility.

### **TYPE, NUMBER AND SKILL MIX OF STAFF**

An interdisciplinary, (meaning involving multiple specialty areas), approach is used for providing care to the patients at the OHARI. The staff or team members employed by the rehabilitation unit are competent, qualified, ethical, and licensed and/or certified where required. This interdisciplinary team communicates routinely throughout the day to provide quality integrative care. The rehabilitation interdisciplinary team consists of the following members:

Staffing includes:

- Physicians including Physical Medicine and Rehabilitation (PM&R), Internal Medicine & other specialists as required.
- Nursing including Certified Rehabilitation RNs (CRRN), RNs, CNAs, NAs
- Clinical Liaisons
- Pharmacist
- Physical Therapists & Physical Therapy Assistants including Assistive Technology Professionals (ATP)
- Occupational Therapists & Certified Occupational Therapist Assistants including ATPs
- Speech Language Pathologists
- Certified Therapeutic Recreation Specialist / Recreational Therapists
- Neuropsychologists
- Discharge planning including Case Managers & Medical Social Workers
- Registered Dietitians
- Respiratory Therapists

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- Additional services such as Chaplaincy, Pet Therapy, Music Therapy, Prosthetics & Orthotics., Child Life Specialist are available.

**Nursing:** Daily nursing care is directed by a registered nurses with mixed skills in rehabilitation care of specialized patients. OHARI nursing utilizes a matrix staffing model to determine the number and mix of nursing personnel needed on a daily basis. Patient care needs are assessed at room placement and daily by the Nursing Operations Manager or designee, and staffing adjustments are made accordingly. Nursing productivity is monitored daily. Methods to assess and meet care needs for therapy areas include: – Daily assessment of patient volume and acuity. – Collaborative patient care rounds. – Productivity systems to monitor man-hours and units – Patient scheduling to ensure compliance with expectations.

**Therapy:** Therapy staffing is determined by patient evaluations. 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**

**Orientation:** Comprehensive and individualized according to team member's needs. New team members are assigned to a preceptor for the team member specific departmental orientation period. They attend site specific orientation classes to receive valuable information specific to OHARI.

**Staff Education:** Provided on an on-going basis to include new equipment, new/revised policies and procedures and other topics according to periodic needs assessment/updates.

**Staff Competency:** Team members are required to maintain competencies specific to the level of practice required in the Medical Rehabilitation program as demonstrated by current licensure and/or certifications, annual competencies and age-specific competencies. Coaching plans are completed annually along with a mid-year review with team members to allow for professional growth and to evaluate competencies. Clinical reviews are completed annually to evaluate staff knowledge.

#### **INTERACTION WITH ALLIED HEALTH/SUPPORT DEPARTMENTS**

- **Administrative Supervisors:** Provides in house supervision and clinical support.
- **Clinical Engineering:** Provides clinical/medical equipment evaluation, maintenance, and repairs.
- **Care Coordinators/ Care Management:** Care Managers (RN and SW), Case Managers (UR RNs): Collaborates with health care team to ensure safe transitions across the continuum of care, while preventing unnecessary ED visits, hospitalizations, readmissions and

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overutilization of services. Provides education, and information about community resources. Sets up post-discharge services.

- **Central Supply:** Supplies are ordered from Central Supply on a routine basis and maintained on a par level system.
- **Clinical Learning:** Provides corporate-wide education for team members with emphasis on regulatory/statutory, clinical orientation, and advancement in clinical competence and professional practice.
- **Engineering:** Conducts periodic mandatory fire drills; provides routine facility maintenance and services on request.
- **Environmental Services:** Provides daily routine cleaning of unit and provides regularly scheduled maintenance of unit environment.
- **Finance Department:** Provides written budget management and expenditure reports monthly, assists with annual budget and other specific budget requests. Payroll is prepared through this department, and they serve as a resource to address payroll issues.
- **Food & Nutrition:** Provides food services and dietary consults.
- **Health Information Management:** Maintains closed medical records and permits access as required according to policy.
- **Human Resources/Talent Acquisition:** Recruits new team members and works with Manager in the hiring process. Serves as a resource for team member issues.
- **Imaging Services:** Health Central Hospital will provide general radiography, CT scans, MRI, Ultrasound, Fluoroscopy, and Interventional Radiography as needed.
- **Infection Prevention & Control:** Conducts routine surveillance activities and serve as a resource regarding infection control issues.
- **Information Services:** Maintains, supports, and coordinates the delivery of information technology infrastructure and applications. Supports Orlando Health's electronic comprehensive health record that allows physicians, providers, and team members to engage more actively in care delivery. Conducts computer-training classes for staff.
- **Laboratory Services:** Health Central will provide general diagnostic laboratory testing, therapeutic drug monitoring, transfusion services. Orlando Regional Medical Center will provide oversight of POC testing.
- **Patient Access:** Registers patients and provides admissions paperwork to department and gives a copy of the Personal Choices Brochure (Patient Rights) to each patient.
- **Neuropsychology:** Services provided for identified high-risk patients/families (e.g., brain injury and spinal cord injury.)
- **Pharmacy:** Maintains and replenishes stock medications and Omnicell on daily basis. Narcotics and code carts are maintained according to corporate policy. Pharmacists are available for consults with patients and for staff education.

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- ***Regulatory Department:*** Serves as resource for The Joint Commission and other regulatory standards compliance and assists, when needed, in the development of departmental Performance Improvement initiatives.
- ***Respiratory Therapy:*** Provides routine therapies hospital wide.
- ***Risk Management:*** Processes event reports regarding variances and provides feedback to department/ unit and staff education on risk management needs.
- ***Safety Department:*** Resources for safety related information, develops safety policies, inspect, identify, and investigate any activities, procedures or structures that are unsafe to ensure organization maintains a safe and healthy environment for team members, visitors and patients.
- ***Security:*** Maintains a safe and secure environment. Provides services upon request.
- ***Spiritual Care Services:*** Available on request by patient, family, physician and team members.
- ***Supply Chain:*** Provides certain patient care equipment and purchases authorized non-stock and capital equipment items. Issues monthly supply and utilization report.
- ***Volunteer Services:*** Available upon request to meet patient, family or department needs.