

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE

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

- requiring ventilator support

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

Patients are provided comprehensive, integrated services through the coordination with hospital support departments. This may include, but is not limited to pharmacy, radiology, podiatry, dental, pathology, and audiology. Emergency medical services are available. OHARI is a part of a larger hospital system which includes a Level 1 Trauma Center and Comprehensive Stroke Center.

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
- 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

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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.

Physiatrists: The medical management of the patients is provided by a physiatrist who is also known as a rehabilitation physician. The physiatrist leads the team in the completion of the plan of care. The Medical Director is responsible for determining the number of physiatrists that are required to properly manage the total number of patients admitted to the rehabilitation unit.

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

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- **Central Supply:** Supplies are ordered from Central Supply routinely 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.
- **Child Life Services:** Provides evidence-based developmentally appropriate interventions for the developmental impact of illness and injury.
- **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 consultations.
- **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, and 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 daily. 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 patients, 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.

Education:

- Education and family training are a key component of our program. The treatment team educates the patients and their families in person continuously throughout their recovery. On admission, they are given a comprehensive manual covering topics like orientation to the program, wellness, aging, prevention, community resources, caregiver information, signs and symptoms of stroke, stroke risk factors, and other stroke related topics such as blood sugar and blood pressure management, and types of strokes. The manual is reviewed and referenced throughout their inpatient stay and taken home with them for their future reference.
- Emergency preparedness education is provided to patients and family members prior to discharge.
- Resources are provided to families and patients for our Stoke Support Group.
- OHARI seeks opportunities to provide education and training to the general and professional communities to promote awareness, prevention, and knowledge of strokes. The medical director pursues research prospects for our program to participate in as well.

Social/Emotional/Intellectual:

- Cognitive and behavioral issues are addressed by the treating team and focused on by the occupational therapist, speech language pathologist, physician, and neuropsychologist, depending on the needs of the patient. Prior conditions and baseline function (example: cognitive decline prior to stroke) are considered when developing a care plan.
- Communication and cognitive issues are addressed by the treating team and focused on by the speech language pathologist. Patients are seen in a group setting when appropriate to address social communication skills.

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- Psychosocial (involving social and mental aspects) needs are addressed by the interdisciplinary team and coordinated by the licensed clinical social workers/care coordinators, neuropsychologists, and physicians. These services are extended to our patients' families too.
- Leisure and recreation needs are addressed by the treating team. Recreational therapy services are provided on the inpatient unit with a focus on assisting the patient and their caregivers in identifying, modifying and/or adapting leisure and recreation activities that can be continued after discharge. Recreational therapists are available for the outpatient program as needed.
- Substance abuse, counseling, and mental health needs are addressed via external referral, and by our neuropsychologists, depending on the needs of the patient. These resources are also available via community referral as well depending on patient need.

Prevention:

- Our team addresses prevention with education and training to the community, including education on identifying the signs and symptoms of a stroke and the relationship between stroke and heart-health (example: eating habits, exercise, hypertension, and hyperlipidemia), blood sugar management, fitness, and brain health.
- Secondary complication prevention is provided through team intervention and community involvement. Education occurs from an interdisciplinary approach with partnerships across multiple departments and organizations. Health literacy is considered throughout education.

Community:

- Community integration is addressed by the treating team and includes community outings, functional community tasks, peer support groups, group outings and functions depending on the needs of the patient. Self-advocacy is promoted during community outings and peer support groups.
- OHARI works alongside community partners to improve accessibility and inclusion within the general community to promote community re-integration following discharge.
- Resources for independent living and community integration include close association with out outpatient rehabilitation centers, Center for Independent Living, local driving programs, and Vocational Rehabilitation.
- Vocational rehabilitation is provided through specialists in our state vocational rehabilitation program. Prevocational and preparatory strategies for return to work are included in care plans depending on the patient's needs.
- Case management is provided within the rehabilitation program and from the community. Our team works with our insurance case managers and other programs as needed to coordinate resources to meet the patient's needs.

Specialty:

- Assistive technology needs are addressed by the treatment team. If rehabilitation engineering or customized equipment is indicated, these services are available through agreements with several state and private providers.
- Driving assessments and vehicle modifications are typically performed after discharge from the inpatient setting and are provided via community partners.

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- Durable medical equipment (DME) is provided by home health coordinators based on the patient's needs. The needs are communicated by the treatment team and the care coordinator. DME resources are established for patients with a wide range of resources availability.
- Orthotic and prosthetic (artificial device designed to provide support such as a brace or artificial limb) needs are addressed by the treating team. Devices are provided by ARI staff, orthotists/prosthetists, or approved providers depending on the recommended device.
- Transition planning is managed by our inpatient and outpatient care coordinators, and by external case managers. We assist the patient in planning the transition between the various stages of the continuum of care.
- Emergency preparedness is addressed through patient and family/caregiver education. Available resources are provided to patients prior to discharge.

Mobility:

- Mobility (ability to move in an environment such as in bed or in the community) is addressed by the treating team and focused on by the physical therapist. The goals are focused on training and equipment prescriptions designed to meet the set goals to improve the patient's independence. Equipment needs are assessed by the treating team and communicated to vendors providing this equipment. Specific wheelchair evaluations are provided to each patient as needed.
- Seating needs are addressed by the treating team and focused on by the physical therapist. Seating assessments are included as a part of the wheelchair evaluation.

Self-Care:

- Activities of daily living (bathing, toileting, dressing, grooming, etc.) are addressed by the entire team and focused on by the occupational therapists. The goals are to provide the highest level of independence possible in performing or directing care. Caregiver education and identification of needed adaptive equipment are included. The goals are developed based on the assessment of each patient, expected results, resources, and the discharge environment.