

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE

SPINAL CORD SPECIALTY PROGRAM

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 assists 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

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE

SPINAL CORD SPECIALTY PROGRAM

- Diagnosis including, but not limited to:
 - etiology of the spinal cord dysfunction maybe traumatic or non-traumatic
 - spinal cord injury, complete or incomplete C5 level & below
 - those with C1-S5 incomplete injury are considered for admission.

OHARI currently does not accept patients who require 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
- 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 daily. 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. –

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE SPINAL CORD SPECIALTY PROGRAM

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 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.

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE SPINAL CORD SPECIALTY PROGRAM

- ***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.
- ***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

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE SPINAL CORD SPECIALTY PROGRAM

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.

Special Needs Addressed by Our Program:

Physical:

- Autoimmune disorders, (conditions that occurs when the immune system, the body's protection system, mistakenly attacks and destroys healthy body tissue), infectious disorders and immune suppression (a slowing or stopping of natural immune responses) are addressed through our corporate policies for infection control. We have infectious disease physicians available for consultation as appropriate.
- Dysphagia, swallowing difficulty, is addressed by the team and specifically by the speech language pathologist through swallow studies, modified diets, therapeutic strategies to improve function, and adaptive techniques. The team, patients and families are educated in the needs of the patients to ensure proper carry-over of the strategies.

Medical:

- Circulation issues are identified in the nursing assessments and addressed as needed. Deep vein thrombosis, DVT, is a clot of blood formed within a blood vessel that remains attached to the place it originated. Medications, training and preventative measures are used in attempt to avoid the occurrence of DVTs as they can be common when people become inactive after injuries or surgeries.
- Medication is ordered by physicians, dispensed and monitored by pharmacists, and administered by registered nurses and licensed practical nurses. Medications are administered per the corporate policies for medication administration. Education in indications, contraindications, precautions, and complications is provided for each patient.
- Musculoskeletal (involving muscles and bones) complications are addressed by the treating team and, if needed, orthopedic physicians are available.
- Nutritional needs are met by consulting the team registered dietitian and ongoing reassessment, as well as education are provided to the patients. These needs are communicated to the physicians and to the team to ensure that the proper diet is followed, expected outcomes are met and that any complications are prevented.
- Pain management is team focused with a goal of addressing causes and symptoms to meet expected outcomes.
- Respiratory issues must be stable to allow for the rehabilitation process. We have 24 hours a day/seven days a week, respiratory therapists available to provide treatments as indicated.
- Visual dysfunction is evaluated by Occupational Therapy, addressed by the treatment team/physician and ophthalmologists are available for consultation as needed.

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE

SPINAL CORD SPECIALTY PROGRAM

- Spasticity (increased tone in muscles) management is addressed through medications, education and therapeutic techniques.

Neurological: Involving the Nervous System:

- Neurological changes are addressed via the attending physicians. Neurologists and neurosurgeons are available through referral. Ongoing assessment of this is performed by the team to monitor the patient's progress and intervene if complications occur.
- Demyelinating disorders cause interruptions and/or slowing of the messages that are sent through the spinal cord. Educational resources, training and instructions for care are provided for staff and patients.

Household Management:

- Skills required to carry out functional tasks to manage a household are addressed by the team and focused on by the occupational therapist. These tasks include laundry, kitchen safety, cooking, money management, shopping, etc.
- Recommendations for environmental modifications are provided by the therapists and care coordinators and the patient is to meet expected outcomes with the discharge environment in mind. Assistance is provided to plan and coordinate the necessary modifications to ensure a safe and accessible discharge environment.

Personal:

- Bowel and bladder needs are addressed through our education program and in our care plans if there is difficulty managing these issues. Training in the use of adaptive equipment occurs when needed to promote independence.
- Fertility needs are addressed through education with the team as well as by referral to specialty physicians such as Obstetrics/Gynecology and Urologists.
- Sexual function is addressed by interventions and education from our nurses, physicians, licensed clinical social workers/care coordinators, and therapists. We have available reference materials and equipment to educate our patients and staff.
- Sexuality is addressed by our unit educator and by our care coordinators. If referrals to specialists for medical intervention are needed we provide that through referral.

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 that are designed to meet the set goals to improve the patient's level of 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.

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.
- Communication issues are addressed by the treating team and focused on by the speech language pathologist.

SCOPE OF SERVICES

ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE

SPINAL CORD SPECIALTY PROGRAM

- 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 the families of our patients as well.
- 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 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.

Specialty:

- Assistive technology needs are addressed by the treating 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.
- Durable medical equipment (DME) is provided by home health coordinators based on the needs of the patient. The needs are communicated by the treatment team and the care coordinator. DME resources are established for patients with a wide range of resource 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 either OHARI staff, orthotists/prosthetists, or approved providers depending on the nature of 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 different stages of the continuum of care.
- Emergency preparedness is addressed through patient and family/caregiver education.

Prevention:

- Our team addresses prevention with education and training in both the outpatient and inpatient settings. Primary prevention topics include reducing personal risk factors, body mechanics, orthotic/prosthetic instructions, instruction and recommendations for transportation options for community mobility safety, options for safety devices, etc.
- Secondary complication prevention is provided through team intervention as well as our education classes and processes to instruct patients in common secondary complications and how to prevent them from occurring. This includes prevention related to potential risks and complications due to impairments, activity limitations, participation restrictions and the environment.

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.

Community:

SCOPE OF SERVICES
ORLANDO HEALTH: ADVANCED REHABILITATION INSTITUTE
SPINAL CORD SPECIALTY PROGRAM

- Community integration is addressed by the treating team including community outings, functional community tasks, peer support groups, group outings and functions depending on the needs of the patient.
- OHARI staff participates in peer support groups and facilitates functions in the community to encourage the integration of leisure and recreation activities into the lives of the patient.
- Resources for independent living and community integration include close association with the Brain and Spinal Cord Injury Program (BSCIP), BSCIP Med Waiver Program 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 plans of care depending on the needs of the patient.
- Substance abuse, counseling, and mental health needs are addressed via external referral, and by our staff Licensed Clinical Social Workers and neuropsychologists, depending on the needs of the patient. These resources are also available via community referral as well depending on patient need.
- Case management is provided within the rehabilitation program as well as from the community. Our team works with our insurance case managers, the brain and spinal cord program and other programs as necessary to coordinate resources to meet the needs of the patient.

Education:

- Education and family training are an important component of our program. The treatment team educates the patients and their families in person continuously throughout their recovery. On admission they are provided with a comprehensive manual covering topics such as orientation to the program, wellness, aging, prevention, community resources, caregiver information, women's health, men's health and much more. This manual is reviewed and referenced throughout their inpatient stay and it is taken home with them for their future reference.
- Family and caregiver support groups are led by our neuropsychology team to provide information and support.
- OHARI seeks opportunities to provide education and training to the general and professional communities to promote awareness, prevention and knowledge of spinal cord injury or dysfunction. The medical director pursues research prospects for our program to participate in as well.