



REHABILITATION HOSPITAL  
OF THE NORTHWEST

**PLAN FOR THE PROVISION OF PATIENT CARE  
AND SCOPE OF SERVICES**

## INTRODUCTION

The plan for the provision of patient care and services has been written to describe the individual department's scope of services and to describe the integration of services in the implementation of multidisciplinary/cross-disciplinary patient care activities. This plan captures the interrelatedness of all activities, be it direct patient care activities, governance, managerial, or support activities. The following outline of the plan for the provision of care illustrates the integrated plan for the provision of quality patient care at the Rehabilitation Hospital of the Northwest (RHN).

The internal structure of the plan follows the above intent. The organization is described, followed by a description of the individual services. A description follows of how each service fits into and collaborates with patient care and organizational functions. Also included is a description of how the individual functions of each department are designed and how they require collaboration of applicable disciplines.

### 1.1 **Mission**

We are dedicated to providing patient care with a commitment to clinical service excellence, a culture that inspires teamwork, and a passionate workforce driven by a dedication to patient wellness.

### 1.2 **Vision**

Creating an environment of hope and healing for our patients, their families and our staff based on caring, compassion, competence, and integrity.

### 1.3 **Guiding Principles**

- We treat all patients and employees with dignity and respect.
- We value teamwork; respect is earned, not assigned based on job title or position.
- We are only as good as our last patient outcome; therefore, we constantly strive to improve our patients' satisfaction and functional gains.
- We are first and foremost passionate patient caregivers and team members, connected at our core by the treatment needs of our patients.
- We embrace the ever-present challenge of achieving maximum, measureable patient outcomes through the provision of affordable, cost-effective care.
- We promote a healing and nurturing environment at each of our facilities, responding to the medical, physical, psychological and social needs of our patients.
- We respect the regulatory environment in which we operate; compliance and quality performance audits are built into the growth of all business lines.
- We recognize our duty as a corporate citizen, with a charitable intent toward each of the communities that we serve.
- We are mindful of our fiduciary responsibility to our shareholders, providing a reasonable return to our investors.

#### 1.4 **Description of Facility**

The Rehabilitation Hospital of the Northwest, (RHN) is a 30-bed rehabilitation hospital located in Post Falls, ID and has been providing rehabilitation services since 2013. Our patients have access to the latest rehabilitative technology, private patient rooms, a 2,360-square-foot therapy gym and an aquatic therapy pool. We are proud to be ranked in the top 10% of over 800 inpatient rehabilitation facilities that qualified to be ranked in the IRF database of Uniform Data System for Medical rehabilitation (UDSMR).

We are a member of a larger network of rehabilitation and long-term acute care hospitals through Vibra Healthcare and Ernest Health, but are managed locally to best meet the needs of our community. By being a member of Vibra Healthcare and Ernest Health, we are able to share information, knowledge and resources with all our hospitals so we can continually evaluate and improve the delivery of care to our patients.

#### 1.5 **Patient Population Served**

RHN provides goal-oriented comprehensive inpatient restorative services, including rehabilitation and specialty medicine, rehabilitation nursing, physical and occupational therapy, speech-language pathology, respiratory therapy, case management, social services, psychological and nutritional services and supportive services to physically disabled patients.

Multidisciplinary services are provided with the goal of enhanced functional, social and economic independence and the opportunity for community discharge. Patients who require ventilator support are not accepted for admission at RHN.

The majority of patients are admitted from the Spokane/Coeur d'Alene metro area, and within a 300-mile radius. Patients are also admitted from any region or state, country or internationally.

##### 1.5.1 **Patient Age Limitations:**

Inpatient Rehabilitation Patients aged 16 to 100+ years (*height and weight of appropriate size to use adult equipment.*)

##### 1.5.2 **Cultural Needs/Limitations:**

We recognize the diversity in our patient population and seek to meet the cultural, spiritual and individual needs of persons served. Prior to admission, should a unique need preclude our ability to meet the patient's cultural request; this will be discussed with the person served and treatment team in advance.

##### 1.5.3 **Impairment Limitations:**

As a rehabilitation facility, we address the individual impairments of the person served, both in the individual departments as well as in the interdisciplinary plan of care. Prior to admission, should a unique impairment be identified this will be communicated to the treatment team and if the impairment is such that it would preclude ability to be

successful in our rehabilitation program, this would be disclosed to the person served.

#### **1.5.4 Financial Parameters:**

RHN verifies insurance and financial responsibility prior to admission. All persons served will have knowledge of any out of pocket expenses prior to admission. The patient is responsible for copays, deductibles, and items their insurance does not cover.

### **1.6 Services Offered**

All services provided at the Rehabilitation Hospital of the Northwest are directed toward patients in need of physical rehabilitation and the psychosocial adjustment to disability. The primary goal is to provide quality care to assist our patients achieve functional independence. Care is provided in an environment that is safe, accessible and respects cultural diversity and privacy. The ultimate goal is to return our patients to a productive, community based lifestyle.

#### **1.6.1 Acute Inpatient**

Inpatient programs are provided in a 24-hour therapeutic environment for patients with rehabilitation needs that require close medical supervision, 24-hour rehab nursing care, and intensive therapy programs. Inpatients receive expert personalized therapy from an interdisciplinary team of specialists who plan and implement a structured recovery program based upon the individual's needs. Strong emphasis on community reentry begins at the time of admission.

The comprehensive inpatient program is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and The Joint Commission (TJC).

### **1.7 Scope and Goals of the Services Offered**

#### **1.7.1 Conditions Treated**

Patients are treated for any condition, which necessitates physical rehabilitation and is within the scope of the admission criteria of the Rehabilitation Hospital of the Northwest. Those conditions may include, but are not limited to, one or more of the following:

- Inability to perform self-care
- Mobility impairment
- Impaired physical ability
- Dependence on others for health care and/or medical management
- Impaired verbal/nonverbal communication
- Disability adjustment problems
- Limited knowledge of community resources

- Impaired cognition
- Urinary and Bowel incontinence
- Inability to manage pain effectively

### 1.7.2 Diagnoses

The diagnoses of the patient population served include, but are not limited to, the following diagnoses:

- Stroke
- Spinal Cord Injury
  - A. Includes damage to any part of the spinal cord or nerves. Can cause permeate change in strength, sensation, and other body function below sit of injury
  - B. Level of spinal cord injury- C4-L1, admission dependent on assessment.
  - C. Complete and noncomplete spinal cord injuries, dependent on assessment
  - D. Comorbidities will be treated during rehabilitation stay
- Traumatic/non-traumatic brain injury
- Amputation (upper and lower extremities)
- Multiple musculoskeletal conditions
- Hip fracture
- Total joint procedures
- Vestibular conditions
- Multiple fractures
- Multiple joint involvement secondary to arthritis
- Peripheral nerve injuries and myopathies
- Neurological disorders, such as:
  - Multiple Sclerosis
  - Myasthenia Gravis
  - Amyotrophic Lateral Sclerosis
  - Parkinson's Disease
  - Guillain-Barré Syndrome
- Debility
- Wounds
- Special needs of the bariatric patient with rehab needs

## 2.0 PATIENT-RELATED FUNCTIONS

The patient care and services delivered consist of interdisciplinary functions designed with the goal of meeting and exceeding patient's expectations and needs with an integrated, inter-related, and team-driven approach. The following are plans for the Provision of Care for each service provided at the Rehabilitation

Hospital of the Northwest, each discipline has defined its part in the delivery of care and services to produce a total picture of the care and services delivered as a team in a complete plan for meeting patients' needs and expectations.

### 3.0 DEPARTMENT PLANS

Departments have further presented plans that include mission/goals statement, scope of care, types and ages of patients served, scope and complexity of patient needs, care and services that patients can expect and hours of operation.

### 4.0 SERVICES OFFERED

#### **SERVICE: Admissions/Marketing - Reports to the Director of Marketing and Business Development who reports to the CEO**

**MISSION/GOALS OF UNIT:** The goal of our marketing and clinical liaison team is to provide community awareness and education about RHN and to provide pre-admission information so that the admission status of a potential rehabilitation candidate can be determined medically and administratively. The goal of our admissions department is to provide appropriate and accurate registration/admitting services to all patients at the Rehabilitation Hospital of the Northwest.

**SCOPE OF CARE:** Pre-admission evaluation and patient, referral source and consumer education regarding services and programs. Complete, accurate, timely, and thorough pre-admission and admission processes.

**TYPES AND AGES OF PATIENT SERVED:** 16 Years to 100+ years

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Utilize pre-admission screening form to provide information for the clinical team to evaluate the rehabilitation potential. Pre-admission process includes psychological, spiritual, cultural and physical assessment. The admission process includes safe and timely admission of patients into the facility while respecting their individual rights, as well as distributing information to all relevant hospital departments.

#### **CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- 24 hour or less to respond to an inquiry about rehabilitation
- Processing electronic referrals (secure) and updates
- Distribute this information to the Clinical Liaison (by geographic region) for clinical evaluation
- Discussion regarding "What to Expect"
- Informative discussion of patient's out of pocket expenses
- Prompt, courteous, informative admission process
- Insurance verifications
- Obtaining consents
- Compilation of the Pre-Admission Packet

**SERVICE: Admissions/Marketing - Reports to the Director of Marketing and Business Development who reports to the CEO**

- Giving tours to prospective patients and family members

**HOURS OF OPERATION:** Monday – Sunday, 8:00 am – 4:30 pm. Capability for evening, night, and holiday admission.

**Department Role in Patient Care and Organizational Functions:** The Director participates in the leadership, infection control, utilization management and quality improvement activities of the hospital; provides ongoing updates to staff.

**SERVICE: Case Management including Social Services – Reports to the Director of Case Management who reports to the CEO**

**MISSION/GOALS:** This department conducts their practice with professional integrity to achieve patient health status improvement through advocacy, communication, education and appropriate use of managed care resources with recognition of the dignity, worth and rights of all persons served. The assessment and re-assessment function of the department includes the development of an individual care plan that addresses psychosocial, physical, financial and educational needs of the person served with input from the interdisciplinary treatment team. To coordinate social service communication and resources to efficiently impact health care needs of the person served for quality and cost effective outcomes, these departments utilize a collaborative process, which assesses, reassesses, plans, implements, coordinates, monitors and evaluates options, alternatives and services.

**SCOPE OF CARE:** The department provides an initial assessment and re-assessment of the patient and/or their family as a member of the interdisciplinary team which is inclusive of psychosocial issues; evaluate and treat crises that results from emotional, social and economic stresses of illnesses; assistance to medical, nursing, and other health care personnel in arranging for prescribed medical alternative treatment; participate in discharge planning functions; facilitate continuity of care; assist in providing an avenue for the patient and their family/significant other to participate in the patient's care plan; patient safety; infection control; facilitate education opportunities for patients/families on the treatment plan and disease process; utilization review inclusive of appropriateness and medical necessity of admissions; clinical necessity for continued stay and appropriateness; provides psychosocial assessment and support for "At-Risk" patients; timeliness of support services provided directly by the organization or through referral contact; concurrent review with third party payers by providing verbal or written documentation in order to obtain continuing authorization to treat; provides an avenue to appeal all denials to the highest level; and communication to the rehabilitation team regarding insurance coverage in order to assist in appropriate discharge planning and follow-up services as directed by Managed Care entities. The social worker also assesses for abuse and reports appropriately and educates staff on abuse.

**SERVICE: Case Management including Social Services – Reports to the Director of Case Management who reports to the CEO**

**TYPES AND AGES OF PATIENT SERVED:** All patients admitted to the hospital are assigned to a Case Manager. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Social, financial, discharge planning, environmental, or continuity of care concerns caused by or being a component of catastrophic or chronic illness or injury.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Services are based on initial assessment, social histories, situational contexts, development of a treatment plan to address those needs, involvement of the patient and/or family/significant other in goal-setting and problem resolution, consultation with other members of the inter-disciplinary team. Case managers meet with the patient and/or family/significant other upon referral by physician, employees, patients and/or family/significant other. Formal and informal meetings with the patient and/or family/significant other may be utilized, prior to the first team conference and at a minimum of three times a week thereafter.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 5:00 pm. Director available as resource.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director and case managers participate in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Therapy Services – Reports to the Director of Therapy Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide efficient and cost effective quality patient care by utilizing collaborative interdisciplinary rehabilitation process to affect optimal functional outcomes through patient/caregiver education and training.

**SCOPE OF CARE:** Comprehensive rehabilitation services include physical and occupational therapy and speech-language pathology.

**TYPES AND AGES OF PATIENT SERVED:** TYPES: Individuals with orthopedic, neurologic, and other medical conditions of recent onset or regression who have experienced a loss of function in activities of daily living, mobility, cognition, communication skills and/or swallowing. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Evaluation and treatment for individuals with physical, cognitive and communicative disabilities to maximize independence and facilitate return to community.

**SERVICE: Therapy Services – Reports to the Director of Therapy Operations who reports to the CEO**

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Each discipline educates trains and counsels the patient and/or family and facilitates their active participation in goal setting and in planning the treatment program. Services include PT, OT, and ST and involve assessment, goal planning, treatment and instruction to detect, assess, prevent, correct, alleviate or limit physical disability, bodily malfunction or pain. The therapies include the administration and evaluation of tests and measurements of bodily functions and structures; the planning, administration and modification of treatment and instruction, the use of physical agents, measures, activities, devices and the provision of consulting educational and other advisory services. **PT:** Improves the patient's ability to move as independently as possible with various treatment approaches including gait, balance assessment, range of motion, strength and endurance training, manual techniques including massage, postural education and training and inclusion of a comprehensive home program. **OT:** Improves the patient's independence with self-care skills, community reintegration, strengthening, ROM, posture awareness, and educate the patient and family in compensatory and preventive techniques. **SLP:** Improves the patient's ability to communicate and to swallow safely through the provision of comprehensive services, including diagnosis, management and referral for additional services as needed. Areas may include auditory language, verbal language, written language, gestural language, oral musculature, voice quality, fluency of speech, articulation, cognitive skills, dysphagia and laryngectomy training. Speech/Language Pathology services include: The design and implementation of appropriate communicative and cognitive-linguistic treatment programs, dysphagia (swallowing difficulty) diagnosis and treatment programs, the provision of consultation, collaboration and training in order to enhance treatment and promote generalization of communicative and cognitive-linguistic skills.

**HOURS OF OPERATION:** Monday – Sunday, 7:00 am – 5:00 pm

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The department participates in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Dialysis Contract Service – Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** Contracted service which provides safe and efficient dialysis services to inpatients.

**SERVICE: Dialysis Contract Service – Reports to the Director of Nursing Operations who reports to the CEO**

**SCOPE OF CARE:** The dialysis service serves inpatients at RHN requiring dialysis.

**TYPES AND AGES OF PATIENT SERVED:** All patients requiring dialysis services, as ordered by a physician. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Hemodialysis in compliance with regulations, policies and procedures in the acute inpatient rehabilitation hospital.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- Safe, high quality, dialysis services as ordered by the physician.

**HOURS OF OPERATION:** The contracted dialysis services are provided as needed and are available 24/7 for questions and clinical support. Routine dialysis treatments are typically scheduled after 2:00 pm so that the patient can attend their 3 hours of PT, OT and Speech therapy.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Dietary Services – Reports to the Food Services Manager who reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide a compassionate, caring approach to nutritional needs of patients/families and visitors and co-workers. Provide nutritious, appetizing, well prepared and well-presented meals that meet the needs of individual patients.

**SCOPE OF CARE:** All food preparation in-hospital including cafeteria service, patient meals, and special functions. Registered Dietitian Services are also provided in-hospital.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients are screened for nutritional services needs. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Regular diets, special diets for health or cultural needs, snacks.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- Nutritional, appetizing meals and snacks
- Sanitary food storage, preparation and distribution
- Coordination of Food Service with Nutritional Service and Nursing Service to

**SERVICE: Dietary Services – Reports to the Food Services Manager who reports to the CEO**

develop the nutrition therapy care plan

- Meals and snacks served on time, at proper temperatures
- Quick response to special needs, including snacks and cultural dietary requests.

**HOURS OF OPERATION:** Breakfast to evening meal (7:00 am – 6:00 pm) seven days per week. Nourishment centers on units are stocked to provide nourishments during non-operating hours.

**Department Role in Patient Care and Organizational Functions:** Dietary management participates in infection control and quality improvement, patient safety and environment of care activities. The manager also participates in daily all staff huddles at the nursing station and provides ongoing updates to staff.

**SERVICE: Education and Employee Health – All Department Directors and Human Resources**

**MISSION/GOALS OF UNIT:** Coordinates hospital-wide education and employee health services. Provides education on multiple topics including clinical related topics and skills, infection control, and health requirements.

**SCOPE OF CARE:** Facility-wide education and employee health.

**TYPES AND AGES OF PATIENT SERVED:** All Employees

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Ongoing education for all staff to improve knowledge base and competency of skills. To remain up to date with current practices and changes in practice and policy lead by evidenced based practice.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- Highly knowledgeable and competent staff
- Quality care
- Evidence based best practices

**HOURS OF OPERATION:** Varies

**Department Role in Patient Care and Organizational Functions:** All directors participate in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. All departments participate in daily all staff huddles at the nursing station. Nursing, therapy and case management attend daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Environmental Services – Reports to the Director of Facilities Management who reports to the CEO**

**MISSION/GOALS OF UNIT:** To consistently provide and ensure a clean, safe and comfortable facility and to help prevent the spread of infection

**SCOPE OF CARE:** Facility-wide housekeeping

**TYPES AND AGES OF PATIENT SERVED:** All inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** General hospital housekeeping. Post-discharge cleaning of rooms and disinfection of beds, daily cleaning of gyms and common areas.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Daily cleaning and infection prevention. Friendly response to special needs, notification of nursing services of patient requests outside realm of housekeepers duties.

**HOURS OF OPERATION:** 8:00 am – 4:30 pm daily

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and provides ongoing updates to staff.

**SERVICE: Plant Operations – Reports to the Director of Facilities Management who reports to the CEO**

**MISSION/GOALS OF UNIT:** To consistently provide and ensure a safe and comfortable facility and to help prevent the spread of infection and maintenance with all regulatory standards including federal, state, local, The Joint Commission (TJC), Commission on Accreditation of Rehabilitation Facilities (CARF) and Occupational Safety and Health Administration (OSHA).

**SCOPE OF CARE:** Facility-wide plant operations, maintenance, security and life safety.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** General hospital maintenance, security, safety and plant operations.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Friendly response to special needs and daily maintenance of a safe and comfortable facility.

**HOURS OF OPERATION:** Monday – Sunday, 8:00 am to 4:30 pm and on call 24/7.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and provides ongoing updates to staff.

**SERVICE: Health Information Management – Reports to the Health Information Manager who reports to the Director of Case Management**

**MISSION/GOALS OF UNIT:** It is the goal of the Health Information Management Department to manage patient records in a timely, comprehensive, accurate, and confidential manner. Foster good working relationships with customers, medical and allied health staff, administration and other departments within the facility. Maintain delinquent records at acceptable level and maintain performance. Comply with state and federal laws and other regulatory agencies.

**SCOPE OF CARE:** The Health Information Management department is responsible for the accurate and prompt filing and retrieval of patient information, the safe and secure storage of all records and the confidentiality of medical information. Transcription of medical reports is provided. Perform analysis and coding of medical records. Provide assistance in medical record documentation, designing of medical forms, and legal requirements. Monitor the timely completion of medical record information, and provides statistical data/reports for quality improvement, and comparative data needs.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Management of medical record to meet patient needs, insurance requirements and continuity of care.

**CARE AND SERVICES THAT CUSTOMERS CAN EXPECT TO RECEIVE:** Facilitation of performance improvement through data collection and accessibility of the medical record for activities such as medical staff peer review, chart review for assessment of program quality and evaluation, infection control, medical record completion and delinquency review. Process record requests; retrieval/access of records; timely and accurate coding for financial reimbursement.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 4:30 pm. Access to medical records is provided 24 hours a day through established and secure mechanisms. Contracted transcription service available 24/7.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director and manager participate in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Human Resources – Reports to the Director of Human Resources who reports to the CEO**

**MISSION/GOALS OF UNIT:** To support the provision of care to patients and provide

**SERVICE: Human Resources – Reports to the Director of Human Resources who reports to the CEO**

an environment that fosters self-development and continued learning.

**SCOPE OF CARE:** All staff members, contract staff.

**TYPES AND AGES OF EMPLOYEES/PATIENTS SERVED:** Serves all employees; full time, per diem, contract staff

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** N/A

**CARE AND SERVICES THAT EMPLOYEES CAN EXPECT TO RECEIVE:** New hire, orientation, development of job descriptions/competencies, benefits administration, salary administration, management development, continuing education, employee health and Workers' Compensation administration, Injury and Illness Prevention Program.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 4:30 pm. Closed weekends and major holidays.

**Department Role in Patient Care and Organizational Functions:** The director and coordinator participates in the leadership, quality improvement activities, recruitment, employee engagement, injury prevention and safety. Participates on various other hospital committees and taskforces, and provides ongoing updates to staff. The coordinator also participates in daily all staff huddles at the nursing station.

**SERVICE: Laboratory – In-House and Contract Service - Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** To provide a full spectrum of cost effective, clinical laboratory services to patients at RHN through a laboratory services contract with Kootenai Health including a phlebotomist. Services are available 24 hours per day, seven days a week and on a STAT basis as needed. RHN contracts with a board certified pathologist to provide the medical direction for laboratory services.

**SCOPE OF CARE:** Laboratory testing as required is available either through point of care testing (glucose monitoring) or through a reference laboratory. A phlebotomist obtains specimens at RHN on a daily basis and licensed nursing staff is available to obtain specimens when a staff phlebotomist is not available. The results of the daily patient draws are completed and communicated to RHN each morning. Specimens collected other than in the morning are processed in a timely manner. Laboratory services reports outcomes and action plans to Quality Council on a quarterly basis. The department is supervised by a physician medical director. Blood bank services are also provided as ordered.

**TYPES AND AGES OF PATIENT SERVED:** All Inpatients requiring laboratory testing or blood bank services. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Routine and urgent laboratory

**SERVICE: Laboratory – In-House and Contract Service - Reports to the Director of Nursing Operations who reports to the CEO**

testing and Blood bank services.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- In-house: Bedside Glucose Monitor testing and blood administration.
- Reference Lab: All types of laboratory testing, inclusive of Chemistry, Hematology, Immunology, Microbiology, Pathology.

**HOURS OF OPERATION:** All services available 24 hours per day either in-house or through the reference lab or blood bank.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Central Supply – Reports to the Central Supply Supervisor who reports to the Director of Facilities Management**

**MISSION/GOALS OF UNIT:** Provide state-of-the art, cost-effective, quality supplies. Monitor par levels and keep inventory levels to meet patient needs.

**SCOPE OF CARE/SERVICES:** Provides supplies for patient care throughout the hospital, as well as administrative staff and ordering office supplies.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** All needs of patients receiving inpatient physical rehabilitation care, including special equipment and routine medical supplies, i.e. specialty beds for specific patient populations, IV pumps and respiratory equipment.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Expedient delivery of equipment and supplies.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 4:30 pm. Nursing supervisor has access keys during off hours.

**Department Role in Patient Care and Organizational Functions:** Participates in hospital-wide infection control and performance improvement activities.

**SERVICE: Medical Staff Coordinator – Reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide administrative/credentialing services for the medical staff in a professional and courteous manner.

**SERVICE: Medical Staff Coordinator – Reports to the CEO**

**SCOPE OF CARE:** This department provides no direct or indirect patient care

**TYPES AND AGES OF PATIENT SERVED:** N/A

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** N/A

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

Care overseen by qualified and credentialed providers.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 4:30 pm.

**Department Role in Patient Care and Organizational Functions:** Coordination of all credentialing/re-credentialing and medical staff functions and coordinates the Medical Executive Committee as well as other medical staff meetings.

**SERVICE: Nursing staff – Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide patients with the highest quality, rehabilitative nursing care and services in an effective, thorough and cost-efficient manner. Utilize the nursing process, high nursing standards and competency in specialized rehabilitation nursing skills to assist the patient in achieving the optimal level of independence and health status.

**SCOPE OF CARE:** Rehabilitation nurses possess specialized knowledge and clinical skills that reflect the profound impact of disability upon individuals and their significant others, and recognize the magnitude of disruption to physical, social, economic and vocational status. Nursing services provide comfort and therapy, promote health-conducive adjustments and support adaptive capabilities within the framework of the nursing process. Nursing systematically and logically assesses the individual patient’s functional health patterns: Perception of health status and health management patterns; nutritional and metabolic patterns; elimination patterns; sleep and rest patterns; exercise and activity patterns; cognitive and perceptual patterns; coping patterns and stress tolerance; roles, relationship, and responsibilities; value and belief systems. Rehabilitation nurses formulate nursing diagnoses based on their assessments. They define treatments, take action and evaluate. They recognize the individual patient and their significant others as essential members of the interdisciplinary team. The nursing staff collaborates and coordinates care with all disciplines to provide comprehensive rehabilitation care.

**TYPES AND AGES OF PATIENT SERVED:** Nursing provides services to all acute rehabilitation patients admitted regardless of disability. The nurse’s goal is to assist patients in learning to adapt to an altered lifestyle and to work toward an optimal level of functional independence using as a basis the CMS categories for rehabilitation. Nursing provides care for all inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Nursing utilizes the nursing process

**SERVICE: Nursing staff – Reports to the Director of Nursing Operations who reports to the CEO**

(assessment, establishment of patient care goals, planning of care, interventions and treatments, evaluation of care, and teaching regarding self-care, disease process, maintenance and prevention, and discharge planning) for acute rehabilitation patients.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Provision of specialized, competent nursing skill and care utilizing the nursing process as the framework for patient care, and provide compassion and understanding for both the patient and significant others. Nursing treatment modalities include, but are not limited to: medication administration, bowel and bladder management with training techniques, skin and wound care, patient/family teaching and self-care activities. Nurses promote the psychosocial aspects of care and discharge planning.

**HOURS OF OPERATION:** 24 hours per day, 7 days per week

**Department Role in Patient Care and Organizational Functions:**

- Nursing participates in the surveillance, prevention and control of infection. Staff education includes orientation, continuing education and mandatory in-service activities annually and as needed. All nursing staff use Standard Precautions when providing patient care.
- Nursing participates in leadership of the organization through meetings and committee participation with administration, medical staff and the governing board. Leadership activities include strategic planning, budgeting, policy development, staffing, recruitment, retention, and performance improvement.

**SERVICE: Nutrition Services – Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** To provide individualized nutrition interventions that are purposeful, and functionally oriented toward promotion of optimal health of each individual. Interventions are focused on prevention of complications, through nutrition education, discharge planning and reinforcement.

**SCOPE OF CARE:**

- Assessment, planning, implementation, and evaluation of nutritional needs;
- Development and implementation of individualized, goal driven, plan of care based on identified needs incorporating specific teaching and discharge planning;
- Nutritional education, counseling.

**TYPES AND AGES OF PATIENT SERVED:** All patients who are deemed appropriate by nutritional screen. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Special diets for debilitation, diabetes, swallowing difficulties, cancer, tube feeding, etc.

**SERVICE: Nutrition Services – Reports to the Director of Nursing Operations who reports to the CEO**

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- Providing patient care with an emphasis on education through nutrition intervention
- Coordination and collaboration with all members of the health care team
- Active participation in the problem-solving and decision making process
- Patients will be prepared to meet nutritional needs through assessment, diagnosis, recommendations, teaching and follow-up.

**HOURS OF OPERATION:** Minimum of 40 hours per week (on site) and weekends and after hours as needed.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control, safety and quality improvement activities of the hospital and provides ongoing updates to staff. The director and dietician participate in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: PBX – Reports to the Admissions Manager who reports to the Director of Marketing and Business Development**

**MISSION/GOALS OF UNIT:** Perform Receptionist/Clerical duties in a professional and courteous manner.

**SCOPE OF CARE:** The position provides communication/information assistance to the public and involves indirect patient care.

**TYPES AND AGES OF PATIENT SERVED:** All ages of the public.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Assists with admissions of patients. Patient ages are 16 years to 100+ years.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:**

- Information/Reception Assistance.
- Efficient processing of admission paperwork including reviewing demographic information with the patient for accuracy, securing signatures for new admission paperwork and obtaining copies of insurance cards.

**HOURS OF OPERATION:** Monday – Friday, 7:30 am – 8:00 pm, Saturday and Sunday, 8:00 am – 8:00 pm

**Department Role in Patient Care and Organizational Functions:** Provides hospital telephone coverage, paging and front desk direction to the public. Assists with admission consents, and clerical duties. The director participates in the leadership, infection control, safety and quality improvement activities of the hospital and

**SERVICE: PBX – Reports to the Admissions Manager who reports to the Director of Marketing and Business Development**

provides ongoing updates to staff.

**SERVICE: Pharmacy – Reports to the Director of Pharmacy who reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide high quality pharmacy service through appropriate and safe drug therapies to maximize quality patient care to inpatients.

**SCOPE OF CARE:** Provide all patients with timely and safe drug therapy to facilitate patient care.

**TYPES AND AGES OF PATIENT SERVED:** All Inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Comprehensive therapy for acute and chronic conditions not including critical or intensive care.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Optimal care, which includes timely, accurate, and cost-effective care. Comprehensive services including: monitoring and evaluation of drug therapy and patient education (including discharge medication instructions). Antibiotic Stewardship Program to ensure appropriate and effective use of antibiotics. Pain Stewardship Program to ensure appropriate and effective use of opioids.

**HOURS OF OPERATION:** Monday – Friday, 8:00 am – 5:00 pm. Saturday and Sunday, 8:00 am – 3:00 pm. A pharmacist is on call evenings/weekends, 7 days per week, 24 hours per day.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates on the Pharmacy and Therapeutic Committee. The director and staff participate in daily all staff huddles at the nursing station. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Quality Assurance/Compliance/Infection Control – Reports to the Director of Compliance who reports to the CEO**

**GOALS:** Facilitate the performance and quality improvement and program evaluation function of the organization, act as Risk Manager, develop method to track patient satisfaction and promote program improvement activities. Maintains infection control program that encompasses all employees, patients, physicians and visitors; improves the overall quality and appropriateness of care while minimizing the risk of infection for patients, their families and staff; provides support for and works in conjunction with the medical staff and ancillary support departments in assuring the practice of

**SERVICE: Quality Assurance/Compliance/Infection Control – Reports to the Director of Compliance who reports to the CEO**

quality care. Obtain and maintain TJC and CARF certification and other state and regulatory requirements. Report patient satisfaction, risk management and safety activities to the Governing Body. Serves as the hospital Compliance Officer.

**SCOPE OF CARE:** Quality patient satisfaction, performance improvement, risk management, licensure and accreditation activities, regulations, compliance, and infection control coordinator.

**TYPES AND AGES OF PATIENT SERVED:** All Inpatients. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Oversees hospital Quality Improvement functions, medical staff, monitors incident reports and risk management issues, ethical concerns, and compliance issues. Ongoing survey readiness. Infection Control issues/concerns, including surveillance, prevention and compliance with all applicable regulations.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Concerned listening for reported problems with quality care/services, environmental protection through minimizing the risk of infection, follow-through, problem-solving assistance, returned communication for follow-up, visits, appreciation for complaints because these identify opportunities for improvement.

**HOURS OF OPERATION:** Monday – Friday, 7:00 am – 3:30 pm, and as needed

**Department Role in Patient Care and Organizational Functions:** The director participates in leadership; infection control education, training and surveillance; quality improvement activities of the hospital and provides ongoing updates to staff. Sits on all medical staff committees and the Governing Board. The director also participates in daily all staff huddles at the nursing station.

**SERVICE: Radiology – In-House and Contract Service - Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** Provide high quality, cost effective medical imaging procedures to all patients requiring radiology services. Use Practice Guidelines set forth by the Radiological Health branch of the Department of Health and Human Services.

**SCOPE OF CARE:** A Board Certified Radiologist supervises the activities of the department. General diagnostic services and other specialized medical imaging procedures are provided to inpatients as determined by physician orders and provided on-site and off-site with contracted facility as delineated below. RHN provides medical imaging services as ordered by the physician. The Director of Nursing and Director of Compliance monitor turnaround times, repeat rates, utilization statistics, equipment maintenance and reports findings quarterly to the

**SERVICE: Radiology – In-House and Contract Service - Reports to the Director of Nursing Operations who reports to the CEO**

Quality Council. Action plans are developed as required.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients as ordered by a physician. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Routine x-rays are performed on-site. Specialized medical imaging procedures to support patient care, as prescribed by a physician are provided through contracted agreements.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** RHN provides on-site services seven days per week for x-ray procedures. Kootenai Health or Northwest Specialty Hospital provides more complex procedures off-site, as arranged with RHN, which may include: CT, MRI, ultrasound, angiography. Kootenai Outpatient Imaging provides diagnostic interpretation.

**HOURS OF OPERATION:** A staff Radiology Technologist is available to RHN daily; Diagnostic services are available at Kootenai Health and Northwest Specialty Hospital as needed. Board certified radiologists at Kootenai Outpatient Imaging provide diagnostic interpretation of all radiographs within 24 hours or within 4 hours for STAT requests.

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Respiratory Therapy – Reports to the Director of Nursing Operations who reports to the CEO**

**MISSION/GOALS OF UNIT:** To deliver and facilitate optimal respiratory care to all patients requiring respiratory therapy services in collaboration with the multidisciplinary patient care team with the goal of improving respiratory function and independence.

**SCOPE OF CARE:** The Director of Nursing Operations supervises the respiratory therapy services. All areas of respiratory care including assessments, evaluation, treatment, pulmonary education and establishing a respiratory maintenance program are individualized for each patient. Ancillary services provided include EKG, ABGs, oxygen administration, aerosol therapy, pulse oximetry monitoring, airway management, breathing exercises, pulmonary rehabilitation, tracheostomy weaning, BiPAP/CPAP Therapy, and chest physiotherapy.

**TYPES AND AGES OF PATIENT SERVED:** All Inpatients. Patient ages are 16 years to 100+ years.

**SERVICE: Respiratory Therapy – Reports to the Director of Nursing Operations who reports to the CEO**

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Scope within any realm of respiratory care. Varies in acuity from simple oxygen patients to tracheotomy patients, oximetry, cool mist nebulizer, suctioning, chest physiotherapy, and daily assessment needs.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Respiratory services that are individualized, professional, timely, and accurate. Care is provided for primary or secondary cardiopulmonary impairments, e.g., those with neuromuscular diseases, chronic obstructive pulmonary disease, pulmonary restrictive disease, head trauma, and other diseases and disorders that affect the respiratory system.

**HOURS OF OPERATION:** Monday – Friday, 9:00 am to 5:30 pm. Saturday – Sunday & Holidays, 7:00 am to 5:30 pm. Respiratory services are provided by nursing personnel as needed during all other hours/days.

**Department Role in Patient Care and Organizational Functions:** Respiratory therapists participate in care planning and quality improvement activities. Respiratory care is coordinated with patient needs and other therapies. Interdisciplinary collaboration results in workable schedules that meet everybody's needs. The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and daily core team meetings. Twice weekly, the interdisciplinary team attends case conferences to discuss patient progress and plan of care.

**SERVICE: Transportation – In-House and Contract Service - Reports to the Director of Facilities Management who reports to the CEO**

**MISSION/GOALS OF UNIT:** To provide safe and comfortable transportation for our patients utilizing the facility's van or through contracted transport services.

**SCOPE OF CARE:** Timely, safe transportation for patients requiring transport.

**TYPES AND AGES OF PATIENT SERVED:** All inpatients requiring transportation services. Patient ages are 16 years to 100+ years.

**SCOPE AND COMPLEXITY OF PATIENT NEEDS:** Safe and timely transportation for stable patients provided by the facility's van or through contracted transport services. For emergency transport EMS will be called.

**CARE AND SERVICES THAT PATIENTS CAN EXPECT TO RECEIVE:** Safe and comfortable transportation for patients admitting to our hospital or who require outpatient appointments within the facility's scope of care.

**HOURS OF OPERATION:** Daily as needed.

**SERVICE: Transportation - In-House and Contract Service - Reports to the Director of Facilities Management who reports to the CEO**

**Department Role in Patient Care and Organizational Functions:** The director participates in the leadership, infection control and quality improvement activities of the hospital and provides ongoing updates to staff. The director also participates in daily all staff huddles at the nursing station and provides ongoing updates to staff.