

CRAIG HOSPITAL POLICY/PROCEDURE	
Approved: DD, MEC, P&P 02/07; BOD 03/07; DD 1/08; 02/08 P&P BOD 3/08; P&P 02/09; 07/09; DD, P&P 03/10; DD, BOD, P&P 03/11; DD, MEC, BOD, P&P 05/11; 05/12; 03/14, 03/16	Effective Date: 03/98
Attachments: None	Revised Date: 08/02, 1/04, 12/04, 01/05, 02/06, 01/07, 01/08 02/09, 07/09, 03/10, 03/11, 04/12, 03/14, 03/16
Forms: None	Reviewed Date:

SUBJECT: HOSPITAL WIDE PLAN FOR PROVISION OF PATIENT CARE

RATIONALE: The plan of care is supported by the hospital strategic plan, the annual budget plan, the departmental plans and referenced administrative policies, and shows integration of hospital functions and processes.

SCOPE: All hospital departments and functions, Medical Staff.

POLICY: The plan of care describes the framework by which the leadership of Craig Hospital plans, directs, coordinates, and improves the services provided to individuals with brain and spinal cord injury.

- I. Hospital Mission
 - A. Craig Hospital is licensed in Colorado as a 93 bed acute care facility that annually provides care to more than 500 inpatients and 1500 outpatients.
 - B. Craig Hospital serves as a comprehensive health care program for individuals with brain and spinal cord injury in Colorado, nationally and internationally.
 - C. As a Colorado employer, Craig Hospital is a contributor to the economic and social vitality of its community. The governance of the not-for-profit hospital is by a voluntary governing board that extends their services on behalf of the community.
 - D. Craig Hospital’s mission is to advocate for and provide exemplary rehabilitation care to people affected by spinal cord injury and traumatic brain injury so that they can achieve optimal health, independence and life quality.
 - E. Craig Hospital, in recognition of its mission, espouses the following core values:

1. Foster independence through education and experiences
 2. Encourage peer support
 3. Develop a family atmosphere where caring for others is shared
 4. Embrace a culture of safety
 5. Put fun into the process of rehabilitation
 6. Advance rehabilitation through research
 7. Enhance life quality through advocacy and education
- F. Vision: Craig Hospital will be recognized internationally as a leader in providing innovative rehabilitation and healthcare services through an interdisciplinary team approach focused on delivering exceptional life quality and independence outcomes for people affected by spinal cord and traumatic brain injury.
- G. These values represent Craig Hospital's beliefs and principles, which guide actions to fulfill the mission and achieve the vision.

II. Scope of Service

- A. In accordance with federal and state regulations, professional practice standards and codes, Craig Hospital provides individuals with traumatic brain and spinal cord injury an extensive range of health care services including, but not limited to:
1. The Spinal Cord Injury Program provides acute in-patient rehabilitation, with comprehensive out-patient evaluation and treatment. The focus of treatment includes general medical issues, functional mobility, activities of daily living, leisure skills, emotional status, sexuality, equipment prescription and fitting and discharge planning for home and community reintegration. In addition, rehabilitation and education for ventilator dependent patients and ventilator weaning programs are provided. Patients in the spinal cord program receive comprehensive assessment and treatment from a primary physician, rehabilitation nursing, physical therapy, occupational therapy, therapeutic recreation, psychology and clinical care management. In addition, consultation and treatment is available from neuropsychology, speech pathology, horticulture therapy, nutrition, pharmacy, respiratory care and assistive technology lab. Patient and family education is provided throughout the program. Outings into the community, community reintegration and driving evaluation are available. Clinical care management follow-up services are provided at re-evaluation.
 2. The Traumatic Brain Injury Program provides acute in-patient rehabilitation and comprehensive out-patient evaluation and treatment. The focus of treatment includes medical issues, cognition, communication, mobility, activities of daily living, leisure skills, emotional/behavioral status, sexuality and discharge planning with

home and community reintegration. Patients in the brain injury program receive comprehensive assessment and treatment from a primary physician, rehabilitation nursing, physical therapy, occupational therapy, speech pathology, therapeutic recreation, and clinical care management. In addition, consultation and treatment is available from psychology, neuropsychology, horticulture therapy, nutrition, pharmacy, respiratory care and assistive technology lab. Patient and family education is provided throughout the program. Outings into the community, community reintegration, driving evaluation and clinical care management follow-up services are available.

3. Medical/Surgical Services provide pre-operative and post-operative medical and nursing care for patients requiring surgery for problems associated with spinal cord and brain injury. Typically, surgery is performed in Swedish Medical Center with pre and post operative care at Craig Hospital. In addition, former patients with spinal cord injury or traumatic brain injury may be admitted for acute medical and nursing care. Therapy assessment and treatment is provided per protocol for specific surgical procedures. Consultative therapy assessment and treatment is available following functional screen for changes in mobility, activities of daily living, communication or swallowing. Clinical care managers provide supportive and educational counseling as well as discharge planning/coordination. Other hospital services would be available on a consultation basis.
4. Specialty Clinics provided include gastroenterology, hand, infectious disease, nephrology, neurosurgery, OB/GYN, orthopedics, plastic surgery, podiatry, pulmonary, urology, fertility, spasticity, vision, vestibular, wheelchair, wheelchair maintenance, and seating and positioning clinic. Patients are referred to a specialty clinic for an evaluation by their primary physician and/or therapist.
5. Consultative Medicine is available as ordered by active attending medical staff.
6. Contracted Services include clinical lab and pathology, diagnostic radiology, MRI, CT, special procedures, nuclear medicine, organ donation, home health, respiratory equipment preventative maintenance, biomedical, laundry, TPN solutions, emergency care, surgery, agency staffing, music therapy, prosthetics/orthotics and language interpretation services.
7. Additional Services include pharmacy, rehabilitation engineering, swimming pool therapy, pastoral care, school teacher, driver's evaluation/training/equipment, durable medical equipment, patient and family education classes, written educational materials, complementary and alternative medicine modalities and health and wellness promotion and exercise programs through the PEAK Center. PEAK Center activities are available to Craig Hospital patients and community members. Media consultations are available on request.

8. Research activities include participation as a Model System of Care for both Spinal Cord Injury and Traumatic Brain Injury through the National Institute on Disability, Independent Living, Rehabilitation and Research, as well as a number of specific clinical research projects.
 9. Care, treatment and services are not provided for patients under legal or correctional restrictions.
- B. All major hospital functions and services (budget, staffing, and performance assessment) are planned, implemented, and evaluated annually and on an ongoing basis. The senior administrative staff plans and evaluates hospital performance in conjunction with the governing board and the medical staff. This is done through data collection, information management, analysis, and communication with middle management and hospital staff. Hospital wide and departmental plans are developed and reviewed annually to provide direction.
- C. Each patient care service department has a defined scope of care document available. The scope of care includes:
1. The types (most frequent diagnosis) and ages of patients served, including adolescents, adults and geriatric patients;
 2. Type(s) of services most frequently provided (procedures, services, etc.);
 3. Hours of operation and method used for ensuring that the hours of operation meet the needs of patients to be served with regard to availability and timeliness;
 4. The expected level of training and skills for the care providers.
- D. Staffing plans for patient care service departments are developed based on the level and scope of care that need to be provided, the frequency of care to be provided, and a determination of the level of staff that can most appropriately provide the type of care needed.
- E. Each department has a formalized staffing plan, which will be reviewed annually based on the following: utilization review, employee turnover, performance assessment and improvement activities, changes in customer needs/expectations, and budget.
- III. Communication and Committee Structure
- A. Information about hospital performance flows throughout the organization to accomplish the hospital mission. Communication flows through the organization for hospital employees via the responsibility structure. The medical staff information flows from the governing board to the medical executive committee and to the medical director for decision-making and communication with practitioners. Hospital and medical staff departments are

encouraged to meet at least every other month with their staff. Some smaller areas (subsections) meet less frequently.

- B. The hospital board, administration, departments, and medical staff all have committees with defined responsibilities. Standing committees and performance improvement program teams serve as the primary vehicles for planning, development, and evaluation. Teams are both departmental and cross-functional. Formal committees are set up, monitored, and evaluated by their oversight function. Performance improvement teams that are cross-functional (defined as crossing more than two department directors' areas) are supported and reviewed by the Leadership Council.

IV. Definition of Patient Services, Patient Care, and Patient Support

- A. Patient services at Craig Hospital occur through organized and systematic processes designed to ensure the delivery of safe, effective, and timely care and treatment. Providing patient services and the delivery of patient care require specialized knowledge, judgment, and skill derived from the principles of biological, physical, behavioral, psychological, and medical sciences. As such, patient services will be planned, coordinated, provided, delegated, and supervised by professional health care providers who recognize the unique physical, emotional, and spiritual (body, mind, and spirit) needs of each person. Available evidence-based practices are utilized for patient treatment. Patient care encompasses the recognition of disease and health, patient teaching, patient advocacy, spirituality, and research. Under the auspices of Craig Hospital's medical staff, registered nurses and other allied health care professionals function collaboratively as part of a multidisciplinary team to achieve positive patient outcomes.
- B. In the strictest sense, patient services are limited to those departments that have direct contact with patients. The full scope of patient care is provided by only those professionals who are also charged with the additional functions of patient assessment and planning patient care based on findings from the assessment. Patient service and patient care are provided primarily by licensed staff. Patient support is provided by a variety of individuals and departments, which may or may not have direct contact with the patients, but who support the care provided by the professional staff providers.
- C. Other hospital services are available and provided to ensure that direct patient care and services are maintained in an uninterrupted and continuous manner, by coordinating identified organizational functions such as leadership/management, information systems, human resources, environment, infection control, and organizational performance improvement. These services support the comfort and safety of the patient and the efficiency of services available. These services are fully integrated with the patient services departments of the hospital.

- V. Strategic Plan
 - A. Craig Hospital's strategic plan focuses on achieving a "continuum of care" for all services provided to our patients. As a primary source of health care services for individuals with brain and spinal cord injury, Craig Hospital strives to achieve this continuum in conjunction with other important initiatives. Senior Management and the Board of Directors are responsible for developing and implementing the strategic plan.
 - B. The continuum of care is an integrated system of prevention, care, and treatment across all levels of services to achieve the desired outcome of our patients.
- VI. The hospital prohibits discrimination based on age, race, ethnicity, religion, culture, language, physical or mental disability, socioeconomic status, sex, sexual orientation and gender identity or expression. (Joint Commission RI.01.01.01 EP 29)