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Modified: 12/19	Originated: 1/08		
Reviewed: 3/19, 12/19		Scope: Facility wide	

PLAN FOR PROVISION OF PATIENT CARE

HOSPITAL MISSION AND VALUES

Glen Rose Medical Center is a not-for-profit facility, owned and operated by Somervell County Hospital District and provides selected healthcare services

The mission of Glen Rose Medical Center is to provide “State of THE ART” health care through our unique and ever-expanding continuum of care. We are dedicated to providing quality patient-focused, community-based medicine that exceeds customer expectations. We inspire employee and community loyalty by maintaining a safe appealing environment that promotes the physical, mental, and emotional well-being of our staff, patients, and families.

The vision of Glen Rose Medical Center is that we are Devoted to leading the way to a healthier YOU...

Providing passionate “State of the art” health care.

PHILOSOPHY OF PATIENT CARE SERVICES

As a premier provider of community based, family oriented healthcare, Glen Rose Medical Center believes it can best maintain this level of service through a customer focus, where we continually strive to understand and exceed the expectations of our customers. This focus is enabled through effective communication systems, staff education, team building, process improvement, work redesign, and an empowered work force.

In collaboration with the community, Glen Rose Medical Center will provide customer-focused care and service through:

- Our mission statement which serves as a foundation for planning
- Long-range strategic planning with hospital leadership
- Establishment of core values which guide employee behavior. Glen Rose Medical Center will support personnel relations that foster growth, encourage improvement, and support teamwork. The organization recognizes the relationship between positive personnel relations and its ability to achieve organizational objectives and will pursue the means to strengthen and enhance this association.
- Provision of services that are appropriate to the scope and level required by the patient population to be served.

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- Ongoing evaluation of services provided through risk management and performance improvement activities.
- Integration of services through a variety of mechanisms, i.e., performance improvement teams, informational meetings, staff meetings, administrative council and employee education.
- Maintaining a priority focus on patient relations, their interests, needs, and expectations.
- Recognition of the need to be a responsible member of the community through contribution toward the quality of life through activities, services, and involvement with the community. Glen Rose Medical Center is committed to supporting or initiating efforts concerned with the health of the community.

DEFINITION OF PATIENT SERVICES, PATIENT CARE, AND PATIENT SUPPORT

Patient services at Glen Rose Medical Center are provided through an organized and systematic process designed to ensure the delivery of safe, effective, and timely care and treatment in an atmosphere that promotes respect and caring. The provision of patient care delivery requires specialized knowledge, judgment, and skill derived from the principles of physical, biological, behavioral, psychosocial, and medical sciences. As such, patient services will be planned, coordinated, and provided, delegated and supervised by professional healthcare providers. A registered nurse will assess each patient's need for nursing care in all settings in which nursing care is to be provided. Patient care encompasses the recognition of disease and health, patient education and advocacy, recognizing the unique physical, emotional, and spiritual needs of each person. A cohesive unit is formed with organizational administrative leaders, medical staff, nursing staff, and other healthcare professionals functioning collaboratively as a multidisciplinary team to achieve positive patient outcomes.

- Patient Care:
 - Limited to those departments that have direct contact with patients
- Patient Services:
 - Provided by those professionals who are also charged with patient assessment and planning, based upon findings from interdisciplinary assessments.
- Patient Support:
 - Provided by a variety of individuals and departments who may not have direct contact with the patients, but who support the individuals providing direct patient care through their collaboration and interaction with direct patient care providers.

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PATIENT CARE DEPARTMENTS AND SERVICES

- Patient care units:
 - Emergency Department
 - Medical/Surgical Unit
 - Surgical Suite/Post Anesthesia Care Unit
 - Outpatient/Day Surgery
- Patient Service Departments:
 - Admitting/Business Office
 - Cardiopulmonary
 - Pulmonary Rehab
 - Clinical Laboratory
 - Diagnostic Imaging/Radiology Services
 - Case Management/Social Services/Utilization Review
 - Infection Control
 - Nuclear Medicine
 - Nutritional Services
 - Behavioral
 - Pharmacy
 - Physical Therapy
 - Senior Care
- Patient Support:
 - Central Service and Supply/Materials Management
 - Engineering/Building Systems
 - Medical Records/Health Information Management

STANDARDS OF PATIENT CARE

The patients at Glen Rose Medical Center can expect to receive the following:

- The right procedures, treatments, interventions and care will be provide according to the established policies, procedures and protocols that have been developed to ensure patient safety. Efficacy and appropriateness of procedures, treatment, interventions, and care provided will be demonstrated based upon patient assessments/reassessments, practice, desired outcomes, with respect for patient rights and confidentiality.
- Systems and services for care delivery (assessments, procedures, treatments and interventions) which will be designed, implemented and evaluated consistent with a customer focused philosophy which will be demonstrated through:
 - An attitude of compassion, respect and dignity for each individual without bias;

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- A manner that best meets the individualized needs of the patient population;
- Efficiency based upon the individualized needs of our patients;
- Coordination through multi-disciplinary team collaboration, to ensure continuity and seamless delivery of care to the greatest extent possible;
- Efficient use of the organizations' financial and human resources.

SCOPE OF SERVICES PROVIDED

The population utilizing healthcare services of Glen Rose Medical Center consists of the newborn to the geriatric patient in the Emergency Department and primarily adult care within the hospital. Community based healthcare is provided in a non-tertiary setting, with all patients requiring high-risk care and services, referred or transferred to a healthcare facility where these needs can be met. Each patient care service department will have a defined scope of care, which includes:

- Types (such as most frequent diagnosis) and ages of patients served
- Types of services most frequently provided (such as procedures, services, etc.)
- Goals and/or objectives for optimal delivery of patient care

STAFFING PLANS

Staffing plans for patient care service departments will be developed based upon the level and scope of care that needs to be provided, the frequency of the care to be provided, and a determination of the level of staff who can most appropriately provide the type of care needed. Staffing plans are department specific, developed to address the needs of the Glen Rose Medical Center patient population, and are available in each department.

PATIENT CARE PERFORMANCE IMPROVEMENT ACTIVITIES

All departments will be responsible for participating in the organization's Performance Improvement Program. Components of this program are:

- Quality Control
- Quality Assessment/Improvement
- Performance Improvement

SUPPORT SERVICES

Other hospital services will be available and provided to ensure that direct patient care and services are maintained in an uninterrupted and continuous manner by coordinated, identified

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organizational functions such as: leadership/management, information systems, environmental care, infection control and performance improvement. These services support the comfort and safety of the patient and the efficiency of services available and are fully integrated with the patient service departments of the organization.

INTEGRATION OF PATIENT CARE AND SUPPORT SERVICES

The importance of a collaborative multidisciplinary team approach, which takes into account the unique knowledge, judgment and skills of a variety of disciplines in achieving desired patient outcomes, serves as a foundation for integration. Open lines of communication exist between all departments providing patient care, patient services, and support services within the organization, and as appropriate, with community agencies, to ensure provision of patient care that is effective, efficient and rendered at the same level to the entire patient population.

To facilitate effective interdepartmental relationships, problem solving is encouraged at every level of the organization. Organizational administration maintains an “open-door” policy, which serves as a model for all personnel to openly and constructively discuss issues and seek mutually acceptable solutions. Supervisors and managers have the authority to mutually solve problems and seek solutions within their sphere of influence. Positive interdepartmental communications are strongly encouraged as a part of our customer focus philosophy.

LEADERSHIP RESPONSIBILITIES

Organizational leadership is defined as the Governing Board, Chief Executive Officer, Chief Operating Officer, Chief Nursing Officer, Administrative Leadership, departmental directors and medical staff in appointed or designated leadership positions, and is responsible for:

- Providing a framework for planning healthcare services provided by the organization based upon the organizations mission, and for developing and implementing an effective planning process. The planning process includes an assessment of our customer and community needs, defining a strategic plan, establishing annual operating and capital budgets and ongoing evaluation of each.
- The planning process minimally addresses both patient care functions:
 - Access
 - Assessment
 - Care and treatment
 - Patient rights
 - Patient safety
 - Patient teaching
 - Discharge planning
 - Pain Management

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- Medication Management
- Appropriate use of restraint and seclusion
- Optimal provision of resuscitative measures, when necessary and appropriate
- Organization support functions include:
 - Information Systems
 - Infection Control
 - Safety Management/Environment
 - Performance Improvement Program
 - Utilization Management
- Ensuring collaboration with community leaders and organizations to design services to be provided by the organization that are appropriate to the scope and level of care required by the patients served.
- Ensuring communication of the organization's mission, vision, and core values across the organization.
- Ensuring uniform delivery of patient care services provided throughout the organization.
- Providing appropriate personnel development and continuing education opportunities, which serve to promote retention of staff and foster excellence in care delivery and support services. Encouraging personnel to take an active part in responsibility for their own growth and educational development.
- Ensuring appropriate direction, management, and leadership of all services and departments.
- Ensuring that systems are in place, which promotes the integration of services in order to support the patient's needs on the continuum of care.
- Ensuring staffing resources are available to appropriately meet the needs of the patients served.
- Ensuring staffing resources and the physical environment fosters the provisions of patient safety.
- Appointing appropriate committees, task forces and other forums to ensure interdepartmental collaboration on issues of mutual concern, which would benefit from a multidisciplinary effort.
- Involving department managers in evaluating, planning, and recommending annual expense and capital objectives and expense budgets based upon the expected resource needs of their departments. Managers are held accountable for managing and justifying their budgets and resource utilization. This includes, but is not limited to, identifying, investigating, and budgeting for new technologies, which can be expected to improve the delivery of patient care and services.

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PATIENT CARE DEPARTMENTS, PATIENT SERVICES AND SUPPORT SERVICES

The following departments are an integral component of the organization and allow for optimal provision of patient care and services. The scope of department services and care, including staff qualifications, hours of operation, staffing plans, and additional information is referenced in individual departmental/service manuals.

- **Admitting**

- **Scope of Services:**

The Admitting Department personnel are directly responsible for pre-admission, insurance verification, scheduling, and registration of all patients and outpatients into the organization. Patient registration can occur in the Emergency Department (staffed 24/7), Admitting Department, Outpatient Registration Office or at bedside according to the assessed needs of the patient. The responsibilities of the department include pre-registration and registration of patients to Acute, SNF, ED, OPS and outpatient ancillary services. This department provides patients with information regarding their right to make decisions regarding their healthcare (according to the PSDA), conditions of admission, patient rights, and the financial responsibilities of the patient. Whenever possible and appropriate to the patient condition, signatures required by law or regulation are obtained. The department is staffed 9 hours per day.

- The department, in conjunction with Social Services, will assist in providing for translation and communication needs of those patients/visitors requiring admitting services who are not fluent in the English language.

- **Skill Level of Personnel:**

The Admitting Department personnel must possess an accurate understanding of applicable state and federal requirements, insurance verification and requirements, organizational policy including patient rights and a thorough knowledge of the computerized registration system.

- **Anesthesia**

The Anesthesia Department provides complete anesthesia services, including general, spinal, major regional, moderate, and deep sedation and pain management.

- **Scope of Services:**

Anesthesia services are available to all inpatients and outpatients only on an elective basis Monday through Friday, and those emergent cases that present during hours of operation. No coverage is available after hours, on weekends or holidays.

- **Skill Levels of Personnel:**

The Anesthesia Department is directed by a board-certified anesthesiologist and staffed by qualified physicians and certified registered nurse anesthetists.

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- **Cardiopulmonary**

The Cardiopulmonary Department provides cardiac diagnostic and respiratory therapy services for the inpatient and outpatient population. Pulmonary Rehab for outpatient population.

- **Scope of Services:**

The Cardiopulmonary Department provides optimum assistance to nurses and physicians in maintaining preventative and restorative health needs for patients. The Cardiopulmonary personnel provide quality conscious, cost-effective, and competent care with respect for life and dignity at every state of the human experience. The patient population served by the department consists of newborn, pediatric, adolescent, adult, and geriatric patients requiring cardiac, respiratory testing or treatment to maintain optimum physiological maintenance of the cardiac and respiratory systems. Procedures performed by the department include but are not limited to EKGs, ECHO's, pulmonary function testing, peak flow analysis, nuclear stress testing, treadmill and breathing treatments with IPPB, nebulizers, CPT ventilator care, and basic and advanced cardiopulmonary resuscitative measures. Patient/family education on disease entities is provided via brochures, written instructions, and verbal communication. The Cardiopulmonary Department is open 24/7. Pulmonary Rehab is open M-F 8am-4pm.

Skill Levels of Personnel:

Respiratory technicians must possess a current state RCP license and current certification of BCLS.

- **Clinical Laboratory**

The Clinical Laboratory Department provides comprehensive testing and blood bank services for all patients utilizing the facility. The department is accredited by TJC and is registered under the Department of Health Services for CLIA. The department participates in proficiency testing.

- **Scope of Services:**

The Clinical Laboratory is open seven (7) days per week, 24 hours per day to inpatient and outpatient patient population. Microbiology, Hematology, Chemistry, Urinalysis, Serology, ABG's and Blood Bank services are available. Relationships with outside reference laboratories allow for completion of any laboratory test in a timely manner. All outside reference laboratories are approved by the medical staff.

- **Skill Levels of Personnel:**

The Clinical Laboratory personnel include personnel state certified in medical technology and phlebotomy. Assignments within the department are based upon the complexity of the testing requirements. All personnel evidence proficiency with the Clinical Laboratory computer system and all chemistry and laboratory equipment. All personnel have an understanding and are able to demonstrate knowledge of the laboratory specific safety and infection control policies and

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procedures, as well as, the organizational safety management and utilities management programs. The physician director of the Clinical Laboratory is board certified in Clinical Pathology.

- **Materials Management and Supply**

- Scope of Services:

Materials Management is responsible for all Central Service functions. Materials Management provides and routinely stocks inpatient units with certain items, as well as fills requests for sterilized non-chargeable and chargeable items and equipment. Stocked inpatient supplies are replaced daily to a centralized location on each patient care unit. Materials Management personnel are responsible for checking dates of sterile supplies maintained in the central locations on each patient care unit. Special items are ordered via computer and charged to the individual patients. Patient care personnel are responsible for placing reusable dirty supplies in appropriate containers or areas within the dirty utility rooms. Materials Management personnel make frequent rounds to areas to pick up reusable equipment/supplies that need to be decontaminated and sterilized. Patient care units are restocked according to par levels. Central Services is responsible for cleaning and decontamination of all reusable instruments, which are then given to the Surgical Department for sterilization. The reusable instruments are then returned to Central Supply for storage.

- **Emergency Department**

The Emergency Department is a Level IV emergency treatment facility which is open 24 hours a day, seven (7) days a week, fully staffed with licensed physicians or physician extenders and nursing personnel at all times.

- Scope of Services:

The department provides evaluation and treatment to patients of various ages and varying levels of illness from minor to critical. All patients presenting to the facility requesting emergency treatment are medically screened by the Emergency Department physician. The Emergency Department patients are then evaluated for response to treatment and are admitted to the hospital, transferred for further necessary treatment not provided by the facility or discharged with follow-up instructions as appropriate.

- Skill Levels of Personnel:

The Emergency Department is staffed with registered nurses, licensed in the State of Texas, who are certified in ACLS, PALS, and BCLS. All personnel, additionally, demonstrate competency in the performance of specialized ED skills.

- **Engineering/Building Systems/BioMed**

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Engineering is responsible for the organization’s equipment management program, condition of the physical plant; including all grounds and equipment. All equipment is inspected and maintained as environment units, in accordance with the equipment preventive maintenance system, either directly through the Engineering Department or via outside vendor contracting. Engineering also assumes oversight responsibility for the safety and security of the organization, including the safety management program, physical condition of the plant and grounds and security of patients, personnel, and visitors.

○ **Scope of Services:**

The Engineering Department is responsible for the organization’s equipment management program. The program assesses and controls the clinical and physical risks of fixed and portable equipment used for the diagnosis, treatment, monitoring, and care of patients. Equipment that is considered essential for life support, associated with a higher than normal incident risk during routine operation and requiring by reason of complexity a more intensive maintenance schedule, associated with utility systems that maintain a normal hospital environment are supplied or maintained and recorded on an individual basis within the system. Inspection, maintenance, and repair of the following categories of equipment and documentation thereof are the responsibility of the following departments:

- Imaging equipment (BioMedical)– Imaging/Radiology Services and Engineering
- Laboratory testing equipment (BioMedical)– Clinical Laboratory
- Anesthetic delivery equipment(BioMedical)- Surgery (including analyzers)
- Computer terminal equipment (IT) – Data Processing/Information Systems
- Communication lines (IT)– Business Office
- Personal Computers (IT) – Desktop Publishing/Information Systems
- Telecommunications equipment (IT)– Operator from the Business Office
- Verification of oxygen purity is verified at delivery by Air Gas.
- Utility Services – Engineering (Electric, Power, Water, Sewer)
- HVAC Systems – Engineering

○ **Skill Levels of Personnel:**

The personnel in the Engineering Department possess the skill level in order to provide safe, competent, and accurate care as defined under the scope of care. Personnel must possess knowledge of safety program policies and procedures including a thorough understanding of the “Safe Medical Device Act of 1990.”

● **Environmental Services**

Environmental Services personnel are responsible for the routine cleaning of patient care and public areas. Personnel are called to assist in the cleaning of unusual spills. Kitchen and appliance cleaning on units is the responsibility of the Nutritional Services personnel.

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The Environmental Services Supervisor is responsible for ensuring that Environmental Services personnel remain knowledgeable and competent in infection control as well as their other environmental responsibilities.

- **Infection Control**

Pursuant to the organizational Infection Control Program Plan, the Infection Control nurse acts as the advisor and authority to each department in the hospital. The scope of services and goals of the infection control program are outlined in the Infection Control Program Plan. The Infection Control nurse under the auspices of the Infection Control Committee maintains accountability for infection control and surveillance procedures. The Infection Control nurse, as well as appropriate department managers and physicians, are appointed to the organization Infection Control Committee, which determines and approves infection control policies and procedures for the hospital and considers issues impacting infection control and surveillance.

- **Business Office/Accounting**

Financial Operations is responsible for the following functions: accounts receivable, accounts payable, including patient refunds, financial statements, budgeting, and financial regulatory reporting, including OSHPD and cost reports. This department also provides support to all patient care providers throughout the organization for all data related to the financial operation of specific units and how this interrelates with the organizational mission and values of the hospital.

- **Imaging Services/Radiology Department**

The Diagnostic Imaging Services/Radiology Department is a comprehensive service providing sophisticated clinical application of imaging technology 24 hours per day, seven (7) days per week. Services are provided to the inpatient and outpatient population of all ages, both within the Imaging Services/Radiology Department and at the patient bedside. Diagnostic result reporting is transmitted with hard copy printing. Outpatient results are sent to the ordering physician's office. The department consists of Diagnostic Radiology, Nuclear Medicine, CT, MRI, Mammography and Ultrasound services. Physician orders are entered into the computer order entry system with special needs of the patient identified at the time of ordering. Patients requiring transportation assistance will have this need met by Imaging Services/Radiology Department personnel. Certain medical conditions may necessitate the accompaniment of a registered nurse based upon the assessment of the nursing personnel. Patient condition or type of exam may require the procedure to be performed outside of the department. This may occur on patient units, in the surgical suite, or any area where emergent imaging is ordered by a physician.

- **Scope of Services:**

The Imaging Services/Radiology Department provides services for the study of the anatomical processes of the human body by acquiring diagnostic images.

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Radiology diagnostic procedures are performed on patients of all ages, from the neonate to the geriatric patient. Nuclear Medicine provides for a study of the physiological and metabolic processes of the human body by acquiring diagnostic images after administering radioisotopes, either alone or tagged to chemicals normally utilized by the body. Isotopes are utilized as specified in the radioactive materials license. Pregnant patients are assessed for risk, with denial of procedure when a potential for patient harm exists unless the risk from the suspected diagnosis outweighs the risk of radiation to the fetus, as determined by the referring physician and the nuclear medicine physician.

- Skill Levels of Personnel:

The physician director of the department must be board certified in Radiology or possess equivalent experience and competence in the area of comprehensive diagnostic radiology services. The departmental personnel consist of state-licensed radiology technicians and other support staff who possess the skill level that allows for the provision of safe, competent, and accurate care as defined under the scope of care.

- **Information Systems Department**

The Information Systems Department includes desktop publishing and is a critical component of the organization-wide information management system. Information Systems Department provides for the software, hardware and support needs of the patient care providers. This support includes, but is not limited to, the installation of new software systems, along with the hardware and training necessary to utilize such systems, and ongoing maintenance of current hardware and repair of such hardware. The Information Systems Department is an important part of the decision team used in making selections of appropriate software systems to provide support in short and long-term planning for the patient care information needs of the organization.

- **Medical Records/Health Information Management Department**

The Medical Records/Health Information Management Department is responsible for overseeing the timely processing, completeness, and when necessary, the retrieval of all patient medical records.

- Scope of Services:

The scope of services provided by the Medical Records/Health Information Management Department is based upon a collaboration and information sharing format to enhance patient care. Medical records services are provided to all areas of the facility, as appropriate to need and security levels. Medical record services include provision of an accurate patient record, with emphasis on the following:

- Record processing
- Record abstracting, analysis and coding

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- Transcription of dictation for the medical record
- Correspondence
- Record retrieval, filing and storage

The scope of services also encompasses efforts made to provide:

- More timely and easier access to complete information throughout the organization
- Improved data accuracy
- Use of aggregate data, available through computerized reporting in the Medical Records/Health Information Management Department, to assist all healthcare providers with information that allows for identification of opportunities to improve performance
- Accessibility of the medical record at all times to only those authorized persons with a need to know for patient care (follow HIPAA regulations)
- Transcription service is available to all physicians within 24 hours. All documents received will be placed in the chart as soon as possible to ensure timely access to this information
- Availability of Medical Records/Health Information Management personnel five (5) days per week during regular business hours. During off hours, personnel are available by telephone. The Nurse Manager has access to the department and all medical records during off hours.

- **Medical Staff**

All departments providing patient care have established lines of communication with the medical staff. Established mechanisms for communicating issues are described in the organizational Nursing Manual. The Chief Nursing Officer, Administrators and other departmental leaders participate as non-voting members of the medical staff committees, including the Medical Executive Committee. Medical Staff Committee Chairpersons are available 24 hours per day for resolution of issues.

- **Scope of Services:**

Scope of care and service of each practicing and licensed member of the medical staff is delineated through the clinical privileging process according to the bylaws of the medical staff. The Emergency Department physician or physician extender is onsite 24 hours per day, seven (7) days per week to meet patient care needs. Individual medical staff committee's scopes of service are outlined in the bylaws of the medical staff.

- **Nursing Services**

Nursing Services is under the direction of the Chief Nursing Officer of Glen Rose Medical Center. Nursing services are provided in all direct patient care nursing "units." The Chief Nursing Officer is responsible for the nursing professional standards of the organization,

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the responsibility for the standards of care and practice, performance assessment and improvement, policies and procedures, personnel competency and nursing licensure within Nursing Services. Collaborative activities have been established to ensure that these responsibilities are addressed in all areas throughout the organization where nursing care is provided.

- **Scope of Services:**

Nursing care is an organized and systematic process provided by, or under the direction of, a registered nurse. The practice of nursing encompasses providing care to patients and their families that requires specialized knowledge, judgment, and skills derived from the principles of biological, physical, behavioral, social, and nursing sciences. As a profession, nursing serves as a foundation for health, optimizing/restoring/maintaining the balance of body, mind, and spirit of our patients. As such, nursing includes the recognition of priority healthcare needs, healthcare teaching, managing interdisciplinary patient care, patient advocacy, and health teaching. Nursing services are provided in an atmosphere of collaboration, both interdependently and independently with other healthcare disciplines; to provide a quality, cost-effective, individualized, and coordinated healthcare service to all patients throughout the organization. Professional nursing practice is facilitated through empowerment, collaboration, and encouragement of innovation, through a performance improvement framework. Nursing care is accomplished through the execution of the nursing process, patient teaching, administering, supervising, delegating, and evaluating nursing care and practice. This includes implementation of nursing standards of care and practice.

- **Skill Levels of Personnel:**

All nursing care is under the direction of registered nurses licensed in the State of Texas. Vocational nurses licensed in the State of Texas and Nursing Aides, certified in the State of Texas are directed by the registered nursing personnel. Unit secretaries must display a thorough knowledge of unit specific as well as organization-wide policies and procedures and be proficient in the computer order entry system.

- **Nutritional Services/Dietary**

- **Scope of Services:**

Nutritional Services is responsible for providing the highest quality food services possible to all patients (pediatric through the geriatric population). Cost-effective, nutritious, high-quality meals are prepared and delivered daily to patient care and public dining areas. Physician's meals and catered functions are also provided. Nutritional care is planned, administered and evaluated by the Registered Dietitian according to individual patient need.

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The Nutritional Services Department provides snacks and ready to heat items and nutritional supplements, including snacks to all patient care units to be served to those patients who request food after routine meal times. Changes in diet orders are carried out in a timely manner via the telephone, which allows for immediate notification of dietary changes and requirements.

○ Skill Levels of Personnel:

The Nutritional Services Department Director is responsible to ensure that all personnel are knowledgeable and competent in infection control, safety and equipment management as this pertains to the Nutritional Services Department. Additionally, the registered dietitians, licensed in the state of Texas, must evidence competency in those areas relating to clinical nutrition, including patient education and diet counseling. All other Nutritional Services personnel must possess a thorough understanding in infection control and safety management policies, procedures and requirements as they pertain to the Nutritional Services Department.

● **Behavioral Health/Senior Care**

- The Behavioral Health Department’s purpose is to provide research based, individualized mental health treatment for older adults and seniors and support services with seniors and their caregivers. Patients on the unit will have their cultural, personal values, beliefs and preferences respected. The Department presently provides two distinct services to patients.
 - 1) SeniorCare is an Intensive Outpatient Program (IOP) for older adults and seniors. SeniorCare patients are not an imminent risk of danger to self and others, but require more intense treatment than treatment with an outpatient counselor and less than inpatient in a psychiatric hospital.
 - 2) Caregiver Support Services is offered in conjunction with Glen Rose Nursing and Rehabilitation and is held in their family room but can also be held on the behavioral health unit. The support group is free with sponsorship by The Alzheimer’s
- Staffing is made up of full time, part time and PRN Clinical staff (Therapists and Nurses) and Van Driver/Secretaries. There will be a minimum of one clinical staff person on-site Monday - Friday 8:00 - 5:00 to receive calls for intake or referral, information and medication issues. During IOP hours and AfterCare groups, there will be a minimum of two clinical staff persons on campus. One clinical staff person will co-facilitate the Caregiver Support Services Group with Glen Rose Nursing and Rehabilitation staff.

● **Spiritual Care**

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Case Management/Social Services personnel work collaboratively with community resources and volunteer department to meet the spiritual needs of the patients. All patients are assessed for spiritual needs. Any patients expressing a desire for spiritual care will be referred to the religious/spiritual leaders of their choice.

- **Scope of Services:**

Spiritual care is available to all persons in the facility regardless of religious affiliation. Spiritual care is provided from community resources and can be initiated by the patient, family, and hospital personnel. A list of community resources for spiritual care is available in Case Management/Social Services resource book and is available to patients through the Case Manager/Social Worker, nursing staff or the administrator on call.

- **Pathology**

The Clinical Lab Department provides for examination, diagnosis, and description of all human tissue and cytology specimens received in the department.

- **Scope of Services:**

The clinical Lab Department provides for examination, diagnosis, and description of tissue and other specimens received in the Pathology Laboratory during routine departmental hours. The Pathology Laboratory contracts autopsies when requested and assists with placement and documentation of all anatomic body parts requiring storage.

- **Skill Level of Personnel:**

The Clinical Lab Department operates under the direction of a physician licensed in anatomical and clinical pathology. There is a certified histotechnologist, licensed by the American Society of Clinical Pathologists Board of Registry.

- **Performance Improvement**

The Quality Coordinator coordinates the performance improvement program, which is designed to establish, support, maintain, and document improvement in the process of delivering quality patient care.

- **Scope of Services:**

The scope of the organizational performance improvement program includes an overall assessment of the efficacy of performance improvement activities with a focus on continually improving care provided, and patient safety practices conducted throughout the hospital. The program consists of these focus components: performance improvement, patient safety, and quality assessment/improvement and quality control activities. Collaborative and specific indicators of both key processes and outcomes of care are designed, measured and

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assessed by all appropriate departments/services and disciplines of the facility in an effort to improve patient safety and organizational performance. These indicators are objective, measurable, based on current knowledge and experience and are structured to produce statistically valid performance measures of care provided.

Management supports performance improvement activities through:

- Leadership education and direction
 - Identification of problems/concerns
 - Training activities
 - Team participation
 - Referral of appropriate issues to the organizational CQI team and the hospital-wide Performance Improvement Committee
- **Pharmacy Department**
Direct copies of all physicians' orders for medications are provided to the Pharmacy for screening for antibiotic appropriateness, duplications, interactions and allergies against each patient profile. Pharmacy technician makes rounds on Med Surg floor, with Employee Health nurse and ACNO routinely, answering questions over medications patient is on during hospital stay. The Pharmacy Department is open during the hours of 8:00 am through 4:00 pm, Monday through Friday; with 24/7 pharmacy technician on call.
 - Scope of Services:
The Pharmacy Department is designed to meet the primary needs of all customers. The customer base is composed of all patients, both inpatients and outpatients, who require medications, medication counseling, and/or education. The customer base also includes the physicians prescribing medications and other healthcare providers who administer medications to the patient population. The Pharmacy Department's services includes dispensing of pharmaceuticals in accordance with federal and state regulations, appropriate inventory maintenance functions, drug monitoring, patient drug assessment functions, appropriate record keeping, drug information, education services and performance improvement functions. The Pharmacy Department also serves in an advisory capacity through the P&T Committee and to the administrative leaders to insure the development, coordination, and review of all professional standards, procedures, policies, and controls relating to procurement, storage, dispensing and safe use of medications. The Pharmacy Department is organized to provide services directed at meeting the needs of the patient population. Services are directed toward providing care to patients in all phases of development from newborn to geriatric states.
 - Skill Levels of Personnel:

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Pharmacy Department personnel must possess the skill level in order to provide safe, competent, and accurate care as defined under the above scope of care for the Pharmacy Department. Pharmacists must be registered and licensed in accordance with the regulations of the State Board of Pharmacy, with training and experience that emphasized an acute and long term care hospital environment. Technician personnel must meet the licensing/certification requirements of the State board of Pharmacy. Ancillary and support personnel must possess basic educational requirements and be trained to assist the professional personnel as appropriate. All personnel are provided with regular continuing education and training to maintain proficiency and competence. Technicians and Pharmacists are required to demonstrate active participation in continuing education courses as required by the State Board of Pharmacy by providing documentation of attendance.

- **Rehab**

The Rehab Department provides prescribed therapies/tests for the inpatient and outpatient population at Glen Rose Medical Center. Therapy is performed at the patient bedside or in the Rehab Department. Rehab personnel have the responsibility to transport patients to the department for treatment and services.

- **Scope of Services:**

The Rehab Department delivers comprehensive services to individuals with physical dysfunction secondary to disability, disease, or injury in accordance with professional standards of practice, departmental policies, and procedures and organizational standards. Services include comprehensive assessments, development of treatment plans, delivery, and documentation of care, consultation, re-evaluation, and discharge planning and patient/family education.

- **Skill Levels of Personnel:**

The personnel in the Rehab Department possess the appropriate skill level to provide safe, competent, and accurate care as defined under the scope of care. Therapists must be licensed in the State of Texas. Physical Therapy Assistants must possess licensure in the State of Texas. Rehab Aides are also staffed within the department and must evidence appropriate degree of competency in area of service.

- **Risk Management**

The Risk Management component of the organizational performance improvement program provides direction and support to the medical staff, administrative and other healthcare providers throughout the organization. The Risk Management is notified immediately of any significant occurrences to patients, visitors, volunteers, or personnel, which have the potential for serious harm. Risk management and performance improvement activities are a collaborative, blended effort due to the interrelationship of

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both entities. Appropriate documentation of unusual occurrences is performed within a 24-hour time frame of the occurrence.

Educational support is provided to all personnel and volunteers to ensure the provision of patient rights. Assuring patient rights is the responsibility of all hospital personnel, members of the medical staff and volunteers. Resolution and appeal processes of patient complaints are accessed through the Performance Improvement Department. Management and administrative leaders, medical staff committees with special emphasis on the multidisciplinary Ethics Committee are accountable for assuring that appropriate policies, procedures, and activities are in place that ensures all patient rights are met.

- **Safety/Security**

The organizational safety and security program is provided for the purpose of maintaining a safe and secure environment for patients, visitors, and hospital personnel. The program assesses risks through the multidisciplinary Safety Committee, monitors sensitive areas, and serves as a resource for security/safety information, equipment, supplies, and training.

The engineering Department manages the security program, which provides the following:

- Access control to hospital facilities, traffic control and direction, response to calls for assistance in assaultive/combatative behavior incidents, infant/child security personnel.

- **Case Management/Social Service/Discharge Planning**

Referrals for all Case Management/Social Service/Discharge Planning Services are accepted from physicians, hospital personnel, patients, families, outside agencies and other healthcare professionals as appropriate. Referrals may be made in person, by telephone or written contact. Case Management/Social Services may assist patients with psychosocial assessment crisis intervention, discharge planning, and referral to appropriate community agencies. The Case Manager or Social Worker works closely with the interdisciplinary teams to develop a holistic plan of care for the patient. The plan is successfully executed by all team members working together with the patient/family.

- **Scope of Services:**

The Case Manager/Social Service/Discharge Planning Department provides discharge planning assistance for all inpatients with follow-up referrals and assistance provided to outpatients as necessary and requested. Case Management/Social Service is available seven (7) days a week 24 hour a day. Routine hours are Monday through Friday with Case Management/Social Service access afterhours available by phone. Discharge planning activities are conducted after hours through the nursing personnel and administrative leaders, as appropriate. The Case Management/Social Service/Discharge Planning

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Department coordinates coverage to ensure that the continuity of care needs of all patients is met in all service areas.

- Skill Levels of Personnel:

The Case Manager is a LVN or higher degreed nurse with at least one year experience in a hospital setting or the Social Service Worker/Discharge planner is a BSW graduate from an accredited School of Social Work with a current Texas state license and at least one year experience in a healthcare setting.

- **Surgical Services**

The Surgical Services Department provides services for operative and other invasive procedures and immediate postoperative care on a 24 hour basis.

- Scope of Services:

The Surgical Services Department provides a safe and comfortable environment for both patients and personnel in order to provide optimum assistance to the surgeons in meeting the emergency, preventive, and restorative health needs of the patients. Procedures performed include general, ENT, ophthalmic, oral, urological, orthopedic, pain management, operative, and other invasive procedures. Patients are continually assessed throughout the peri-operative experience. Modifications to the plan of care are based on reassessment of the patient. In the immediate postoperative phase, the patient is under the direct supervision of the anesthesiologist/anesthetist who maintains responsibility for the needs of the patient until the patient has been appropriately discharged from the PACU.

- Skill Levels of Personnel:

The Operating Room is staffed with registered nurses and surgical technologists who are certified in BCLS. The PACU is staffed with registered nurses who are certified in ACLS, PALS and BCLS. All registered nurses maintain a Basic EKG/Arrhythmia Identification Certification.

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