

MEDSTAR GOOD SAMARITAN HOSPITAL
Comprehensive Integrated Inpatient Rehabilitation Program Scope

PURPOSE

This policy describes the scope of the Comprehensive Integrated Inpatient Rehabilitation Program (CIIRP), which includes an overview of the services, a description of the team, and the range of care provided for each patient. This scope is reviewed annually and updated as necessary.

SCOPE OF SERVICE

Overview: The Comprehensive Integrated Inpatient Rehabilitation Program (CIIRP) is located on the fifth floors of the Main Hospital and O'Neill Building on the campus of MedStar Good Samaritan Hospital (MGSH), a non-profit, adult care community teaching hospital, in Baltimore, Maryland. The program operates within the Central Region of Maryland, as defined by the Health Services Cost Review Commission.

The CIIRP provides an interdisciplinary team approach with rehabilitation nursing, physician, advanced practice clinicians, physical therapy, occupational therapy, speech-language pathology, case management, psychology, neuropsychology, and other services. Care is provided and overseen by qualified personnel, who have appropriate credentials and clinical skills to meet the complex needs of this patient population. Patients may be seen by consultants from other services as indicated.

The goal of the CIIRP is to provide high quality rehabilitation services in an efficient manner, and to produce favorable outcomes that *add life to years*[®] for the persons served. The CIIRP team uses standardized quality measures and standardized data to measure level of deficits and assess patient progress during inpatient rehabilitation. These standardized quality measures and data are analyzed for ongoing assessment of the quality of the program. Quality is achieved through a coordinated focus on efficient and effective interventions and processes, and details of the CIIRP ongoing quality plan and initiatives are included in the Performance Scorecard and Quality Improvement Plan.

Referrals: Most patients admitted to the CIIRP are referred from within the MedStar Health System. Referrals are obtained through a variety of sources. Personnel including case managers, therapists, physicians, physician assistants, and nurse practitioners refer patients for possible admission. The acute care team assess patients for their rehabilitation needs, and referrals to CIIRP are made as appropriate. Patients may also be referred from external sources, including non-MedStar hospitals, skilled nursing facilities, physician offices in the community, and directly from patient homes.

Admissions: Prior to CIIRP admission, patients are assessed to determine if their medical management, therapy, and nursing needs are sufficiently complex to require the CIIRP level of care. It is also determined whether they are expected to benefit from a coordinated, interdisciplinary team approach to inpatient rehabilitation. Since participation in CIIRP involves intensive rehabilitation therapy in a resource intensive environment, patients must be relatively stable from the medical, surgical, and psychological perspectives. The needs must be complex enough to require frequent and ongoing medical management by a rehabilitation physician. The patient shall also demonstrate a need for ongoing and specialized rehabilitation nursing care. Patients must actively and willingly participate in at least 3 hours of therapy per day for at least 5 days per week. In certain cases, with thorough documentation, the therapy schedule may be adjusted to include at least 15 hours of intensive rehabilitation therapy within 7 days of admission.

Payer and Funding Source: Primary payer sources are third party payers, including Medicare, Blue Cross, as well as HMOs, Medical Assistance, and self-insured employers. The payer and funding source may also include auto and worker's compensation insurance. Insurance is verified by the Admissions team, and any co-payments, co-insurance liability, or insurance limitations are communicated directly to the patient and/or responsible party. On occasion, referred patients may receive administrative approval to be admitted into the CIIRP who have extenuating financial circumstances by which the case management team, executive leadership, and hospital CFO may provide an exemption of authorization for admission and assistance with payment for admission.

Fees: The Maryland Health Services Cost Review Commission (HSCRC) establishes fees for Maryland's non-profit hospitals, and MedStar adjusts room and board, laboratory, pharmacy, therapy, procedure-related, respiratory, and other facility-related fees to meet state guidelines. Fees for provider services are billed separately through the MedStar National Rehabilitation Network, or the organization associated with the consulting provider. Additional fees may apply for non-rehabilitation services or procedures provided during a rehabilitation stay.

Populations Served: The MGSB CIIRP serves patients who are 18 years and older. Patients who have experienced a recent decline in functional status secondary to disease, surgery, accident, or the onset of a new medical diagnosis are the types of patients most commonly admitted. Primary admitting diagnoses include strokes/brain attacks, neurological conditions, fractures and other orthopedic issues, cardiac and pulmonary problems, amputations/limb loss, and other debilitating conditions, such as those related to complex medical conditions.

The MGSB CIIRP also serves patients with all levels of spinal cord injury, and completeness of injuries, provided the patient is not dependent on mechanical ventilation. Selected team members have specific competencies in the management and care of persons with a wide variety of spinal cord injuries, and the expertise and resources to care for all potential program participants will be evaluated at the time of each referral. Candidates for the program include those with either traumatic or non-traumatic etiologies, including multi-trauma and post-surgical cases. The presence of comorbidities will be evaluated on a case-by-case basis to ensure that the needs of each person served may be fully met, and that goals for rehabilitation and discharge are reasonably expected to be met.

Additionally, the MGSB CIIRP serves patients with mild to moderate cognitive dysfunction following brain injury. This level of function roughly corresponds to a Level VI or higher of the Rancho Los Amigos Scale. Selected team members have specific competencies in the management and care of persons with brain injuries, and the expertise and resources to care for all potential program participants will be evaluated at the time of each referral. The presence of comorbidities will be evaluated on a case-by-case basis to ensure that the needs of each person served may be fully met, and that goals for rehabilitation and discharge are reasonably expected to be met.

Program participants must meet medical and rehabilitation necessity criteria to qualify for admission. These patients have acute medical issues, requiring intensive rehabilitation medical and nursing needs. They also have rehabilitation needs requiring an intensive, interdisciplinary team approach. In addition, each patient must demonstrate a willingness and ability to actively participate in the program.

The program offers interdisciplinary services for the patient and family or support system. A variety of education resources, as listed on StarPort, our intranet site, are available for the persons served. Additional resources including support groups, counseling sessions, and psychological services are available as needed. The Patient & Family Lounges (one on each unit) are available to patients and their support systems and offer free internet access and computer workstations. Educational and program

brochures and as well as literature are also available in public areas within the program. Pastoral Care services are available on a consultative basis.

Patient Parameters: Upon admission each rehabilitation patient has the right to receive considerate and respectful care in a safe setting, free from all forms of abuse, harassment, neglect, retaliation, humiliation, or exploitation from team members, students, volunteers, other patients, visitors, and family members (see *Patient Rights and Responsibilities*).

Activity Limitations – Persons with all levels of activity limitations are accepted into our program, including functional mobility, performing ADLs, completing work, community or leisure activities, and other functional tasks. Such limitations are identified and addressed by the interdisciplinary rehabilitation team.

Behavioral Status – Violence is not tolerated, and any instances of verbal or physical violence, directed towards any person or property, may result in discharge from the CIIRP. Patients found to be in possession of illegal substances, using unauthorized drugs or alcohol on the premises, or having a concealed weapon, may also be discharged. The CIIRP environment should also be free of sexual harassment. Team members have an obligation to comply with applicable legal prohibitions against sexual harassment, and to actively foster an environment in which sexual harassment is not accepted, and to protect individuals from sexual harassment and its negative consequences. Those with advanced dementia, who present with significant barriers to learning, are usually best served in another type of program, and their appropriateness for the CIIRP will be evaluated on a case-by-case basis. Patients who demonstrate maladaptive behaviors severe enough to require the need for behavior management plans, including restrictive measures, are best served in other, specialized programs that offer the appropriate services and resources to manage these needs.

Cultural Needs – We provide care to all patients, regardless of their cultural background, primary language, religious affiliation, sexual orientation, or gender identification/expression. Cultural and religious needs are addressed with available resources, and the team carefully evaluates all accommodation requests. We provide access to interpreter services, on a 24-hour/7 day-a-week basis, through our Language Line. Sign language interpreting is provided through mobile, two-way video stations or tablets, which are available. For persons served of Hispanic origin, printed materials in Spanish are available to assist with communication.

Additional Needs – Any additional needs and preferences of the patient are addressed by the rehab team. These may include dietary, equipment, medications, services, or any other special needs. Alternative resources to address these additional needs are identified and addressed as necessary.

Impairments – Patients who experience problems in body functions or structure such as weakness, paralysis, limb loss, sensory impairments, and visual and/or auditory deficits are accepted into our CIIRP. Other impairments such as cardiac problems, swallowing difficulties, and neurological problems are also a part of our program. The medical co-morbidities that impact the rehab patient are addressed by our program as part of the rehabilitation process. Those who require telemetry monitoring are best served in other specialty programs.

Intended Discharge/Transition Environments – The goal for rehabilitation is to return patients to the community setting, however sometimes this cannot be achieved, and circumstances warrant a change in disposition. Discharge planning begins prior to admission, and a preliminary plan is determined by the time the preadmission screening process is completed. Patients and families/caregivers are part of the discharge planning process. We work to transition each patient to the most appropriate and safest level of care. This may be home with home health services, outpatient services, alternative acute rehabilitation

setting, skilled nursing facility, or another environment. The Social Work and Case Management team is responsible for facilitating the discharge plan. At times, changes in medical condition/acuity necessitate discharge to the acute care setting. The attending physician determines the appropriate timing of that care transition and is responsible for communicating the plan to the appropriate team members, as well as the patient/family/support system.

Medical Acuity and Stability – Patients must be medically stable, able, and willing to participate in the full rehabilitation program. We also recognize that since each patient will have acute medical issues, management by the rehabilitation physician and specialized rehabilitation nursing services are required. The attending physician may also order consultations by medical specialists to assist with effective medical management of patients participating in the CIIRP. Our team strives to improve the medical stability of each patient, and to reduce the medical acuity during the rehabilitation stay.

Participation Restrictions – The team addresses relevant problems that each patient may experience because of their impairments. They develop individualized plans, and work with patients to correct these problems. Examples include returning to specific community activities, such as church services or doctors' appointments; attending adult day care; providing childcare for grandchildren; completing a school program; or returning to work.

Psychological Status – The person served must not be actively harmful to themselves or others (see *Behavior Management* and *Suicide Prevention* policies). Rehabilitation Psychology services are available on a consultative basis and may be recommended based on specific patient needs. If the rehabilitation psychologist/neuropsychologist is involved in the plan of care for any of our patients, the team will work to incorporate the psychologist's recommendations into the daily care plan.

Workforce: Our team provides evaluation and treatment that considers bodily functions, impairments, activity limitations, participation restrictions, and environmental factors that affect the patient, family and/or support system. The team works collaboratively to effect a positive change in functional ability and independence. Team meetings are held regularly and occur within the first seven (7) days of admission, and at least once weekly thereafter. During these meetings, the team discusses the patient's needs, identifies barriers to discharge, and set team goals to produce timely, favorable outcomes.

The rehabilitation leadership is responsible for determining the size of the workforce on a concurrent and annual basis. These staffing decisions, reflected in departmental budgets, are based on professional standards, relevant statutes and regulations, as well as by organizational criteria and initiatives. Staffing levels are continuously evaluated and adjusted to meet patient needs. Specific details of staffing and variances are described in individual departmental policies.

Team members demonstrate competencies to provide effective treatment to the patients served. New team members benefit from mentoring and ongoing education, training and assessment of skills. There is a formalized performance management system in place, which includes mid-year, and end-of-year reviews.

Admissions - The Admissions Department consists of a clinical team and a business operations team, each led by MedStar National Rehabilitation Network. The clinical team consists of Admissions Liaisons (nurses and therapists), who respond promptly when referrals to the CIIRP are received. These team members have a community presence (e.g., visiting patients in their pre-admission hospital setting), and they communicate closely with prospective patients, and those making referrals. They conduct pre-admission assessments to determine medical appropriateness for the program. The clinical admissions team is led by the Admissions Manager, and there is close collaboration with the medical team to coordinate admissions and ensure that all patients entering the program are reviewed and approved by a qualified rehabilitation physician prior to admission. The Admissions Department also works closely with

the nursing team to ensure that all clinical needs will be met successfully, that patient preferences are considered, and the patient arrival time is well coordinated. These team members are also responsible for bed assignment, attending physician assignment, communication of special needs to the care team, and facilitating safe care transitions. The Admissions Department provides facility tours and is open from 8:30 a.m. to 8:00 p.m. Monday - Friday, and 9:00 a.m. to 4:00 p.m. on Saturday/Sunday and holidays.

The business operations team is led by the Regional Manager of Admissions Business Operations and consists of onsite Admissions Representatives. Working alongside the Admissions Liaisons, these team members are responsible for verifying insurance coverage, ensuring insurance authorization, greeting patients upon arrival to the CIIRP, obtaining patient consent forms, providing important hospital information, and collecting co-payments.

Medical - The members of the Physical Medicine and Rehabilitation Department provide direct services. The department is operated by the MedStar National Rehabilitation Network. The medical staff, which includes physicians and advanced practice providers (APPs), perform evaluations, treatments, and procedures, which are approved through the credentialing process. The Medical Director is the team leader responsible for ensuring the quality of medical services to the person served. The Rehabilitation Physician or her/his designee is available to provide medical oversight on an ongoing basis and is available 24 hours day/7 days week. The Rehabilitation Physician is responsible to:

- Review and certify pre-admission assessments prior to admission
- Conduct peer-to-peer communication to facilitate the admission process and obtain insurance authorization as necessary
- Develop and implement a uniform plan of care that is customized to meet individual patient needs
- Update the plan of care when there is a significant change in the patient's condition
- Order all treatment activities, specifying both frequency and intensity
- Ensure ongoing participation of the patient and/or family as a team member
- Document care
- Direct all Patient Team Conferences and Family Conferences
- Provide a mechanism for safe and appropriate transfer or retention of medical care follow up, clinical services and community services
- Complete and communicate written information to outside sources, as needed

Hospitalists and specialists are on staff and available to consult as needed.

Nursing - The Rehabilitation Nursing team provides for all patient care needs, with several areas of importance: bowel programs, bladder programs, skin care, nutrition, sitting tolerance, and education of patient and family. Nursing provides ongoing coverage 24-hours daily/7-days weekly. The Registered Nurses provide direct care, patient and family education, and evaluation of progress, and the Care Associates assist the Registered Nurses.

As an integral member of the rehabilitation team, Rehabilitation Nursing implements and evaluates the effectiveness of the patient's rehabilitation program. Nursing team members also reinforce the patient's plan of care by allowing patients to practice newly learned skills during their daily activities. The Rehabilitation Nursing Management team assures that each patient is assigned to a Registered Nurse and Care Associate as per the staffing guidelines. The Director of Nursing assumes accountability for the unit, and she/he or designee is available on-site five days per week, and by telephone seven days per week. The hospital's Clinical Administrator is also a resource and is always onsite.

The nursing care follows the Department of Nursing policies and procedures, as well as Rehabilitation Nursing-specific policies and procedures. Specific staffing, qualifications and professional standards are described in the *Scope of Nursing Practice* policy.

Patients who warrant close observation based on assessment and clinical judgement, and who meet inclusion criteria, may be eligible for remote visual monitoring (RVM). RVM technology is designed to help maintain a safe environment for those who are at risk for harm, falls, or destructive behavior to themselves or others.

Social Work and Case Management - The CIIRP provides case management services to all patients in the program, which includes social work and case management/utilization review nursing. The social worker (SW) or case manager (CM) is the coordinator of care, and is responsible for assessing psychosocial needs, discharge planning, coordination, execution and communicating this information with patients/families/support systems. In this capacity, they facilitate the patient's discharge to an appropriate level of care, make referrals as necessary, provide updates to insurance companies regarding continued stay criteria, and communicate with the family/caregivers about follow-up care and equipment. The coordinators of care are available weekdays from 8:00 a.m.- 4:30 p.m. At other times, on-call services are provided by the hospital's Case Management Department for urgent matters.

The coordinator of care meets with patients after the Patient Team Conference, at the time of discharge, and at other times as appropriate. They also facilitate the Family Conference. Specific responsibilities are described in the *Case Management for the CIIRP* policy.

Therapy Services (General) - Intensive levels of physical therapy (PT), occupational therapy (OT), and speech-language pathology (SLP) services are provided directly by licensed therapists, who demonstrate competency in the evaluation and treatment of patients. Competency is validated through skill observation upon hire and monitored annually through continuing education and performance review of the evaluation and treatment of persons served by the program, which includes those with stroke, orthopedic disorders, medical complexity, cardiopulmonary, spinal cord dysfunction, amputation, and mild brain injury.

Patients are evaluated by therapists (for disciplines ordered) within 36 hours of admission to the CIIRP, and treatment is provided for a minimum of 3 hours on at least 5 of 7 days weekly. As an alternative, therapy treatments may be provided on a modified schedule, whereby they are seen for a total of 15 hours over 7 days, beginning with the day of admission. Therapy services are available 7 days weekly from 7:30 a.m. – 4:00 p.m. The amount and intensity of therapy is individualized to meet the needs of each person served by the Program, and a written description of the schedule is provided to each patient. Therapy services are not typically provided on Christmas nor Thanksgiving, and patient schedules are adjusted accordingly to ensure that the required number of days and hours of therapy are provided. Specific staffing, qualifications and professional standards are described in the *Scope of Therapy* policy.

Occupational Therapy - The OT service provides a wide range of services, which includes, but is not limited to: patient assessment, education and training in activities of daily living (ADL); the design, fabrication and application of splints; guidance in selection and use of adaptive equipment; therapeutic activities to enhance functional performance; community reintegration activities; transfer training; patient/caregiver training; safety awareness; energy conservation training; home management activities; and leisure and recreation activities.

Physical Therapy - The PT service provides diagnostic and treatment services which test and measure the function of the neuromuscular, musculoskeletal, cardiovascular, pulmonary, and integumentary systems. Impairments in these systems are treated through various techniques, which include, but are not

limited to: gait training; functional mobility training; therapeutic exercise; balance training; durable medical equipment recommendations (to include wheelchair positioning, orthotic, and ambulatory devices); patient/caregiver education; therapeutic modalities and equipment to enhance and increase the patient's health, well-being and functional ability to carry out activities of daily living at home and in the community.

Speech-Language Pathology - The SLP services are provided on a referral basis for evaluation and treatment of medical/surgical and neurological deficits including disorders of speech, language, voice, cognitive-communication, and swallowing.

Consultative Services: Additional services are provided by referral as needed (*Consultative Services* policy). The list and tables below summarize the most frequently utilized consultative services.

Clinical Laboratory Services - Laboratory services, which include testing and reporting, are provided in-house by electronic order by the physician.

Blood Bank	Blood bank testing, product management Transplantable tissue management	Open 24 hours per day, 365 days per year
Core lab	Chemistry, hematology, coagulation, urinalysis	Open 24 hours per day, 365 days per year
Other services	See policy on Lab scope of service	

Pharmacy Services - The inpatient pharmacy is located onsite, and is responsible for the preparation, dispensing and storage of all medications required for the proper care and treatment of patients admitted to the ASP. Pharmacists monitor and review patient medication profiles to maximize medication benefits while minimizing any negative effects which may interfere with the rehabilitation process. The inpatient pharmacy operates on a continuous basis, 365 days per year with a pharmacist on duty 24 hours a day to cover all areas of the hospital and inpatient rehabilitation program.

The outpatient pharmacy, located in the hospital lobby, provides bedside prescription medication delivery service at discharge, and serves patients in the CIIRP program. The hours of operation for the outpatient pharmacy are Monday through Friday, 8:00 a.m. to 6:00 p.m., and Saturday, 9:00 a.m. to 1:00 p.m. (closed Sundays).

Prosthetic and Orthotic Services - If it is determined that an orthotic or prosthetic device or related supply, is required by a patient admitted to the CIRP during their inpatient stay, the person served will be asked if they have a pre-established relationship with an orthotic or prosthetic vendor. If the patient has a pre-existing relationship with the vendor, the vendor will be contacted to provide service to the patient. If the patient does not have a pre-established relationship with a vendor, they will be offered choices of local sources, and an opportunity to meet with these suppliers to decide on which vendor they would like to choose as their preferred orthotic or prosthetic provider. Vendors will be selected based on their comprehensive, high quality orthotic and prosthetic services and products that include the design and sale of custom-fitted prosthetics, orthotics, and medical products. Vendors will offer bedside service on a referral basis.

Psychological Services - Psychology Services are provided by the MedStar National Rehabilitation Network and include both rehabilitation psychology and neuropsychology. Services are provided on a referral basis, and the psychologist/neuropsychologist provides care of the CIIRP patients with psychological evaluations, neuropsychological testing, and therapy. The hours of operation for Psychology Services are Monday through Friday, 8:00 a.m. to 4:00 p.m. Emergency, on-call, behavioral

health services, provided by a consulting psychiatrist, are available for all inpatients 24 hours a day, 7 days a week.

Diagnostic Imaging Services - The Diagnostic Imaging Service provides on-site diagnostic radiographic services on a consultative basis. Services include Radiographic and Fluoroscopic imaging, Mammography Services, Ultrasound, Interventional Radiology, Nuclear Medicine, CT scanning, DEXA Scanning and MRI.

The hours of operation for these services are as follows:

Radiology:	24 hours per day, 365 days per year
CT:	24 hours per day, 365 days per year
MRI:	24 hours per day, 365 days per year either on-site or via on-call
Nuclear Med:	Monday through Friday 8:00 a.m. – 11:00 p.m. either on-site or via on-call. Saturday and Sunday 8:00 a.m. – 5:00 p.m. either on-site or via on-call.
Ultrasound:	24 hours per day, 365 days per year either on-site or via on-call
Interventional Radiology:	24 hours per day, 365 days per year either on-site or via on-call
DEXA Scanning:	Tuesday, Thursday, and Friday 8:00 a.m. – 4:30 p.m. This is an outpatient service only.
Mammography:	Monday – Friday 8:00 a.m. – 4:30 p.m. (This is an outpatient service only.)

Respiratory Care Services - The Respiratory Care Service provides a variety of in-house respiratory services, based on referral. Services are delivered by a team of certified and registered respiratory therapists, who provide services 24 hours daily, 7 days per week, 365 days per year. Services include:

Oxygen administration –high and low humidity	Pulse oximetry
Incentive spirometry therapies	Peak flow measurements
Airway care	Pulmonary function studies (bedside spirometry only)
Ventilatory muscle training and care	Suctioning
Deep breathing exercises	Patient evaluation and education
Chest physiotherapy	Oxygen therapy including masks and canulae
Sputum induction	Patient transport
Nebulizer treatment/ultrasonic nebulizer therapies	Cardiac resuscitation
Continuous positive airway pressure/ intermittent positive pressure breathing	Endotracheal intubation

Food and Nutrition Services - Food & Nutrition Services are available seven days a week from 6:30am-8:00pm. Patients may place meal orders daily between 6:45am-7:00pm. Alternate menus are available by request, and after-hours nutritional needs are communicated by nursing.

Clinical Nutrition Services - Clinical Nutrition Services are provided by Registered Dietitian Nutritionists (RDN) that are Licensed in the State of Maryland. A RDN is available in-house or on call

seven days a week Registered Dietitian Nutritionists are available for referral Monday through Friday 7:00 am to 4:00 pm and Saturday & Sunday 8:00 am - 2:00 pm.

Students and Volunteers - The MGSB CIIRP hosts professional students who are enrolled in degree programs through accredited academic institutions. These students include student nurse assistants, nursing externs, physical therapist students, physical therapist assistant students, occupational therapist students, occupational therapy assistant students, speech-language pathologist students and clinical fellows, healthcare administration students, and others. These individuals are assigned to specific MedStar associates and receive orientation and ongoing supervision throughout their externship/internship/affiliation at MGSB. Students assigned to the MGSB CIIRP also receive specific guidance on their responsibilities, documentation requirements, expectations for performance, and participate in performance feedback that meets the requirements of the affiliated educational institution.

Volunteers are also utilized within the CIIRP. All volunteers complete the Volunteer Services Department requirements (initial and ongoing) for volunteering at MGSB, and receive orientation, training, and supervision by a designated team member. The CIIRP works with the Volunteer Services Department to coordinate volunteer schedules and assignments.