MULTICARE

VALLEY HOSPITAL

PROVISION OF CARE PLAN

2018

Approved by: Quality Improvement Council
Medical Executive Committee
Board of Trustees
Introduction

MultiCare Valley Hospital is a general acute care hospital with 123 licensed beds serving Spokane Valley and surrounding communities in the State of Washington. The hospital offers a 24-hour Emergency Department, Inpatient general medical and surgical patient care units including intensive care and obstetric. In addition the hospital provides diagnostic, laboratory, respiratory therapy, dietary, physical therapy and other support services to meet the needs of our population base within the scope of our service lines. The hospital provides a full range of primary care services, limited secondary care services, and no tertiary care services.

The hospital is affiliated with a multi-hospital corporation, MultiCare Health System based in Tacoma Washington.

The hospital provides individualized, planned/coordinated, appropriate care throughout the patient's continuum: pre-entry, entry, within the hospital, pre-exit, exit and post hospitalization. Attaining this goal requires a variety of workers including medical, nursing, pharmacy, dietetics, rehabilitation and other health care professionals.

Care is delivered in a systematic manner to include the following activities:
- Formulation of a patient centered plan for care, education, treatment and rehabilitation.
- Implementation of the plan.
- Monitoring the patient's response to the implemented plan.
- Modification of the plan based on reassessments and patient's needs.
- Formulation of discharge and post-discharge plans.

This Plan for Patient Care Services is designed to support improvement and innovation in patient care services and is based on the needs of the medical staff, patient populations served, and the hospital's mission and vision. The purpose of this Plan is to set forth the basis for providing appropriate personnel coverage that assures an optimal level of patient care.

Mission, Vision, Values

The Mission of Valley Hospital is dedicated to providing safe, quality, personalized, caring and efficient service to its patients, with total satisfaction as top priority.

The Vision is to deliver the best patient experience in the inland Northwest, achieved through the passion we have for our patients, our fellow employees and our physicians who inspire us in our relentless pursuit of high quality, clinical and patient satisfaction outcomes.

Patient Rights and Ethics

Each patient has the right to receive quality care regardless of disability, race, creed, color, sex, ability to pay, or national origin. The respect of the individual and dignity of each patient is reflected in the Patient's Rights and Responsibilities document, which is given to all patients upon admission. We
encourage the participation of the patient and family in all aspects of patient care, including pain management, through communication and education.

To assure patient satisfaction, identify problems and improve the quality of patient care, it is the practice of MultiCare Valley Hospital to provide all patients the opportunity to express their level of satisfaction or concerns regarding hospital services, without retribution and to have those concerns acknowledged, investigated and when possible, resolved.

Cultural Assessment

A current demographic profile reveals that MultiCare Valley Hospital's primary service population is 90.9% white, with English being the primary language, 1.1% African American, 1.7% Asian, 1.2% American Indian, 4.6% Hispanic, <1% other. Forecasted population demographics, only slightly change this mix. In order to provide service to the cultures within our community in which we may encounter language barriers we provide translator services using Cyracom Translation Services. Deaf interpreters are available as well as a TDD phone for deaf patients and family members.

Ethics

In recognition and support of our patient's basic rights, an Ethics Committee is available as an advisory body to patients and their families and the hospital's medical, nursing, ancillary and administrative staff. This multidisciplinary committee's purpose is to advise on matters relating to the moral and ethical decisions and/or issues, which may arise while care/treatment is being rendered to patients at MultiCare Valley Hospital. Consultation is available 24 hours a day and may be requested by the attending and/or consulting physician, any nurse or other healthcare provider directly involved in the care of a patient, social worker, case manager, a member of the chaplaincy, patient, and member of the patient's family or the patient's surrogate/proxy.

Services

Patient Assessment

Assessments performed by each discipline involved in patient care services conform to scopes of practice, state licensure laws, applicable regulations and certifications and MultiCare Valley Hospital policy and procedure. Specific time frames indicate when initial assessments must occur and how often patients are reassessed (see assessment/reassessment plan). Patients are assessed for psychosocial, biophysical, nutritional, spiritual/cultural, educational, pharmaceutical, rehabilitative and discharge needs. Abuse and neglect screens as well as medical history and functional status are also assessed.

*Referrals to other disciplines may be initiated by any department identifying a patient's need for specified services. Referral documentation may be found in the medical record.

*Referral in this context means to request the services of another discipline in the form of ASSESSMENT ONLY. Actual performed services must be with written physician order.
Care Planning / Problem List

A plan of care is determined after an assessment is completed. Patient and Family are involved in developing, as well as daily assessment of the plan of care. Problems identified are listed in the medical record in order of priority and are kept current with new problems, or resolved problems. The documentation format of this plan of care varies depending upon the patient location in the facility, i.e. inpatient, outpatient, emergency department.

Patient and Family Education

It is the policy of MultiCare Valley Hospital to plan for, support and coordinate a systematic approach to patient and family education throughout the hospital.

It is our belief that educating the patient and his/her family improves healthcare outcomes by enabling the patient or family to:
- Increase understanding of the patient's health status
- Increase compliance with the healthcare plan
- More actively participate in the decision making process concerning healthcare options
- Increase the family care skills and coping mechanisms along the continuum of care
- Promote an overall healthy lifestyle
- Increase understanding of financial implications for treatment and other healthcare choice
- Increase knowledge of pain management to optimize patient comfort and improve outcomes.

Discharge Planning

Through the discharge planning process the appropriate continuum of care is addressed by early identification of patient/family needs. This process is initiated upon admission with a patient/family interview and includes a multidisciplinary approach to continue the identification process and establish and implement the appropriate interventions. Post hospital continuum of care is also ensured by appropriate community resource referrals, as needed with follow up to assess the adequacy of the discharge plan.

Medication Administration

Medications will be distributed and administered in compliance with all federal and state laws, and all regulations established by the Washington State Board of Pharmacy and follow the guidelines established by professional and regulatory agencies, such as the Washington State Department of Health, The Joint Commission (TJC), American Society of Health Systems Pharmacists (ASHP), Washington State Pharmacists Association (WSPA), American Society of Parenteral and Enteral Nutrition (ASPEN), and any other professionally appropriate organizations.

The hospital has defined licensed and properly qualified personnel who may administer pharmaceuticals and only according to the restrictions of their department. This is according to the Washington State Department of Health Chapter 18 RCW. Personnel approved to administer medications include Credentialed Medical Staff, Registered Nurses, Respiratory Therapists, Radiology Technicians, Radiology Assistants, Physical Therapists, Licensed Midwives, CRNAs, Occupational Therapists and Pharmacists. Medications that may be administered by these individuals include only those within their scope of training/licensure.
Transfer of Patients to another Health Care Facility

In the event that a patient presents to the Emergency Department requiring care or services not provided by MultiCare Valley Hospital, the patient will be stabilized at MultiCare Valley Hospital and a transfer to another healthcare facility will be arranged as deemed appropriate by the attending physicians and in accordance with EMTALA regulations, i.e. physician to physician and facility to facility contact and acceptance will be obtained and documented. If a patient's status changes once admitted to the hospital and a transfer to another healthcare facility is needed, acceptance of the patient transfer will be obtained from both the accepting facility and physician.

Community Involvement

In honor of our professional and social commitment to the communities we serve, MultiCare Valley Hospital participates in activities that support our mission and vision. These activities include clinical health screenings and health fairs, community health education classes and involvement in community support groups.

Performance Improvement

The organization has the responsibility of designing, measuring, assessing, and improving its performance. The Performance Improvement Plan of the Hospital is designed to provide a systematic and organized program for the promotion of quality patient care and services. Through an interdisciplinary and integrated process, patient care and processes that affect patient care outcomes shall be monitored and evaluated to promote optional achievements, with appropriate accountability assumed by the Board of Directors, Medical Staff, Administration, and support personnel, to support the performance improvement activities. MultiCare Valley Hospital's approach to improving performance is the "PDCA Cycle". This model supports referral and prioritization of suggested improvements. The mission of the hospital is based upon a comprehensive process that allows for the implementation of continuous quality improvement through the following:

- The recognition that care can be improved through collaborative efforts between all departments and professions within the hospital.
- The recognition that all individuals are responsible for quality of care/services and performance improvement.
- Recognizing the need for competency, motivation, and a willingness to bring quality into daily work activities.
- Recommendations for resolutions of problems and opportunities to improve patient care and services.
- Assessment of the effectiveness of actions taken by initiation of monitoring or ongoing monitoring.
- Emphasizing education rather than punitive measures.

Evaluation Process

The improvement process is based on the identification of opportunities for improvement, the evaluation of key processes, implementation of and education about improvement plans and actions, and incorporation of improvements into lasting change. Sources of information that support the improvement process includes, but is not limited to:
- Patient satisfaction surveys
- Medical staff surveys
- FOCUS program suggestions
- Discussion and recommendations from committees, medical staff, administrative staff, management staff, staff members, community members, and regulatory bodies
- Complaint and Grievance log
- Event Reporting System
- Infection Prevention data
- Annual reports related to Safety/Risk Management, Infection Prevention, Quality, Environment of Care, Emergency Management, Human Resources and other systems related to operations
- Policy/Procedure review and development
- Review of reports from Quality Action Teams
- Medication Use, Adverse Drug Reactions
- Core Measurement
- HCAHPS
- Sentinel Event Alerts

Information Management

MultiCare Valley Hospital recognizes that patient specific data/information is used to facilitate patient care, serve as financial and legal records, aid in clinical research, support decision analysis and improve organizational performance. A medical record is maintained for all patients assessed and treated at MultiCare Valley Hospital and contains patient-specific data and information as outlined in the Federal and State regulations and pursuant to The Joint Commission standards. Clinical pertinence review, monitoring incomplete medical records and issuing provider suspensions due to delinquent medical records are a part of the Health Information Management function.

Appropriate staff members are trained in understanding the basic principles of Information Management. These principles include:
- Understanding security/confidentiality of data
- Use of statistical tools and data analysis methods
- Application of data collection/sampling methods

Clinical Competency

Prior to hire, HR will review the applicant’s competency to perform the job applied for. This may include but is not limited to: appropriate licensure, education, certifications, and previous experience with desirable references. Department director coordinates unit-based orientation of sufficient duration and content to prepare the new employee or transferred employee, for their specific duties and responsibilities and how to fulfill them within the department. The new/transferred employees are provided with a resource person during their orientation. The resource person will assist the manager in assessing the new/transferred employee’s competence to meet the standards of the job. This assessment and documentation of competence occurs prior to any independent completion of job duties.

All new employees have job descriptions and comprehensive competency checklists delineating the competencies required for individual jobs. Each department has objective measurements of each staff members’ ability to provide knowledgeable and safe services and/or care to customers and/or
patient populations common to the departments/units. The competency measures may include but are not limited to:

- Current applicable licenses or certifications
- Skills checklists
- Standardized tests in appropriate areas
- Current BLS/ACLS/PALS/TNCC/NRP where applicable
- Safety, Infection Control, Body Mechanics and Risk Management orientation with competency validation

Each Department Director will assess competence of staff per the individual department plan.

Annually each employee’s competency will be evaluated. Each department director will collaborate with the clinical educators, when appropriate, to determine yearly department specific competencies. These competencies will be based on but not limited to, the following criteria: high volume, high risk, low volume-high risk, problem-prone, risk management reports, infection control reports, Performance Improvements results or processes, medication variances, governmental agency requirements, new equipment, new procedures, new medications and new protocols. Competency will be validated by Department Director or designee and proof of competency will be placed in employee’s HR file. Department specific competencies will be reviewed and updated annually or as needed.

**Safety Management**

There is a safety management program designed to provide a physical environment free of hazards and to manage staff activities to reduce the risk of human injury.

The safety management program addresses the safety and security of the facility’s environment for patients of all ages, visitors, employees, medical staff, vendors and auxiliary members.

All employees are instructed during orientation and at least annually thereafter on the concepts of:

- Electrical Safety – proper use of electrical cords and equipment and procedures for reporting hazards
- Radiation Safety - proper monitoring of radiation exposure for patients and healthcare providers
- Basic Lifting- proper lifting techniques, general concepts and specific principles as they relate to jobs
- Risk Management – Proper completion of Event Reporting System (ERS) reports and the proper documentation of patient care activities. Additional information is given regarding concepts of confidentiality
- Hazardous Materials – proper disposal of hazardous waste materials, hospital-wide and specific to each department
- Infection Control – proper methods of infection control and personal protective equipment
- Emergency Management – procedures to follow in the event of both Internal or External Triage of emergency & disaster situations
- Fire Safety – fire procedures, fire prevention practices, proper use of fire extinguishers and classification of fires
- Safety and Security Codes - Code Red "Fire", Code Blue "Heart or Respiration Stops, Code

**Staff Development and Education**

Each Department Director assumes responsibility for establishing an Orientation and Staff Development Plan. The plan is reviewed annually with other department policies and revised as needed.

Staff Education and training is based on consideration of the hospital’s mission, the case mix of patients served within the hospital, the technology used in providing services, the needs of an individual staff members and related job responsibilities (through performance appraisals, and peer review) the findings of CQI and Performance Improvement activities, issues relating to safety or infection control, and any advances made in health care science and technology. Formal needs assessment process is completed annually by the staff and or when new services or equipment occurs. All the aforementioned information is compiled and the Clinical Educator holds in-services, coordinates educational activities, and provides educational material, etc. with the assistance of the Department Directors throughout the year to meet the educational needs of the staff.

**Administrative Services**

The Administrative services of MultiCare Valley Hospital is structurally organized to coordinate the operations of all areas of the Hospital and to place as much authority and responsibility for decision making at the department level as reasonably possible recognizing that the PRESIDENT has the ultimate authority and responsibility. The Chief Executive Officer (PRESIDENT) assumes responsibility for Administrative Services in support of Nursing Services, Clinical, Financial and Support Services.

**Definition of Organization Structure**

**MultiCare Valley Hospital President**

The President is employed full-time and is qualified by experience and education to hold the position. The President has the authority and responsibility to establish policy and standards and formulate philosophy. The President oversees and assumes responsibility for all Administrative Services. The President attends the Board of Trustees, Medical Executive Committee, Medical Staff and assigned committees. The President or designee attends all Medical Staff and hospital committees.

The President rotates administrative on-call responsibilities with members of the administrative staff including the Chief Nursing Officer (CNO) and the Chief Financial Officer (CFO).

The CFO and CNO report directly to the President.
The President, CNO and CFO meet weekly to discuss issues pertinent to the management and the operation of the hospital.

Other positions within the Administrative Services include:
- Chief Operating Officer
- Marketing Director
- Quality Director
- Assistant Chief Nursing Officer

Chief Financial Officer

The Chief Financial Officer is a health care finance professional who is employed full-time and is qualified by experience and education to hold the position. The CFO has the administrative responsibility for the Business Office, Data Processing, Accounting Department, Materials Management, Case Management, and Health Information Services. In addition the CFO holds responsibility for third party payer contracting, budget and reimbursement, financial analysis, and internal/external audits.

Chief Nursing Officer

The Chief Nursing Officer (CNO) has the administrative responsibility for Nursing Administration, Critical Care Nursing, Emergency Nursing, In-service/Patient Education, Medical-Surgical Nursing, Outpatient Clinic Nursing, Labor/Delivery Nursing, Surgical Services and Perioperative Nursing.

The Nursing Directors report to the CNO. The Nursing Directors have the responsibility to oversee administrative functions and patient care, serve as a liaison between clinical staff, support staff, medical staff, nursing and hospital management and to provide personnel guidance for all shifts, 7 days a week.

The CNO is a Registered Nurse licensed in the State of Washington who is employed full-time and is qualified by experience and education to hold the position. The CNO has the authority and responsibility to establish standards, formulate philosophy and describe nursing care and patient care services. The CNO oversees and assumes responsibility for all nursing care delivered, regardless of reporting relationships.

The CNO has the responsibility for the management of the patient services' resources to meet the goals of the Hospital and the corporation. Working under the policies of the Hospital and corporation the CNO will interpret and assess the needs of the patients who use this institution, organize the departments to meet the needs and identify the personnel, equipment and supplies necessary to satisfy these needs.

Other aspects of managerial responsibilities will include the preparation of the required budgets to achieve these goals; the development of policies and procedures needed for the recruitment, retention, training, scheduling and development of personnel, a system for ongoing evaluation of the quality and appropriateness of the care provided.
Assistant CNO

The Assistant Chief Nursing Officer (ACNO) is responsible for Float Pool, Nursing Education, Administrative Supervisors, Service Line Coordinators, assists with policy and procedure revisions, and day to day operations.

Chief Operating Officer

The Chief Operating Officer is qualified by education and experience and has direct administrative responsibility for the following departments:
- Director of Pharmacy
- Director of Diagnostic imaging
- Director of Laboratory Services
- Director of Facilities
- Director of Dietary
- Director of Environmental Services

Medical Staff and Hospital Committees

Quality Improvement Council representatives participate in Hospital and medical staff committees. These include, but are not limited to:
- Credentials
- Ethics
- Radiation Safety
- Patient Safety Committee
- Environmental Safety Committee
- Utilization Review Committee
- Surgical Care Review Committee
- Medical Care Review Committee
- Medical Executive Committee
- Department Managers Meeting

When specific issues in clinical practice or management arise, a Performance Improvement team may be assigned to study the issue using the performance improvement-scoring grid as a guideline. Each Performance Improvement Team includes participation by Department Directors and staff members from various departments and may include physicians. Administrative members may also serve on the teams. Team assignments are made by the Quality Improvement Council.

Patient Care Services

While most definitions of Patient Care Services reflect only those departments that deliver direct patient care, the Department Directors and Senior Management of MultiCare Valley Hospital feel all departments within the hospital should be included in the definition of Patient Care Services. Part of the history of this facility includes the phrase "provide a wide range healthcare services, but small enough to furnish the personal touch so important to quality care". We feel by involving all departments, whether direct or indirect patient caregivers in the Department Directors meeting, is the key to supporting the aforementioned phrase as a marketing tool. Senior leadership
developed an overall strategic plan for the services and needs of our patients and community. This plan is presented annually to the Hospital Directors, Medical Executive Committee and Board of Trustees for input and guidance.

**Patient Care Services Philosophy**

We believe that the delivery of patient care at MultiCare Valley Hospital encompasses multiple roles, which facilitate wellness, through self or assisted care.

Specifically we believe:

- The patient is our number one priority.
- The patient is an autonomous individual, who may or may not be informed, but who holds the ultimate responsibility and accountability for the direction of his or her care.
- The patient's optimal goal is a return to self care, and to that end, is a proactive partner in his or her care.
- The family/significant other is an important, influential partner in the patient's care, and shares accountability in that care.
- The care is facilitated through a connected effort, directed by the physician, coordinated by the professional nurse, and implemented by the professional, technical, and assistive personnel.
- The physician is accountable for his or her actions and for the communication with the healthcare team.
- The care is provided in accordance with established standards and outcome criteria.
- The professional nurse/health care professional utilizes critical thinking and sound judgment in an autonomous role and is accountable for decisions made and actions taken regarding the overall care of the patient.
- The professional nurse/health care professional is a motivated and innovative individual, dedicated to his/her profession, who promotes organization-wide collaboration, leading to service excellence.
- The professional nurse/health care professional seeks opportunities to share information, educate staff and participate in organization-wide committees.
- The technical caregiver is a skillful and knowledgeable team member that accurately performs delegated tasks.
- The assistant is a front-line team member who accurately performs a variety of care or clerical activities, and assists the health care team, as directed by the professional nurse/health care professional.
- All members of the health care team are knowledgeable, compassionate and accountable. They are responsible for communicating care needs and collaborating with other members of the team to meet customer expectations.

**Definition of Nursing Practice**

In accordance with the January 23, 2001, Washington Code 43-26-33, Registered Professional Nurse Practice Act, the definition of the "Registered Professional Nurse" means a person who is
authorized by a license issued under this article to practice nursing as a registered professional nurse. The "role of the Registered Professional Nurse" is:

To perform for compensation or the performance for compensation of any act in the care and counsel of the ill, injured, or infirm and in the promotion and maintenance of health with individuals, groups, or both throughout the life span. The acts include compensation for any of the following:

- Assessing the health status of individuals, groups, or both throughout the life span;
- Establishing a nursing diagnosis;
- Establishing nursing goals to meet identified health care needs;
- Planning, implementing and evaluating nursing care;
- Providing for safe and effective nursing care rendered directly or indirectly;
- Managing and supervising the practice of nursing;
- Collaborating with other members of the health care team in the management of care;
- Teaching the theory and practice of nursing;
- Administering, ordering, and dispensing medications, diagnostic studies, and medical treatment authorized by protocol, when such acts are authorized by other general laws and such acts are in conformity with those laws;
- Administering medications and treatments as prescribed by a physician practicing medicine in accordance with state codes, a dentist practicing dentistry in accordance with state codes, or a podiatrist practicing podiatry in accordance with state codes.

The professional nurse shall be responsible and accountable for making decisions that are based upon the individual's educational preparation and experience in nursing.

**Master Staffing Plan**

Patient care is provided according to established master staffing plans based on projected patient census and care needs. Nursing personnel will be scheduled to work based on the patient census and skill mix requirements. All departments have specific base staffing guidelines that define the number of hours per patient day (H.P.P.D.) in relation to staffing for patient care.

Nurse staffing needs are monitored through the daily administrative shift report. Additionally special attention is paid to Event Reporting System Reports, patient/physician complaints, exit interviews and turnover rates that are potentially related to staffing issues. It is recognized that nursing staffing patterns will vary according to acuity, workload and specialization of the unit. Fluctuations in the census, activity and/or patient needs necessitating adjustments to the staffing plans are made with the use of on call PRN and float personnel. MultiCare Valley Hospital may also utilize the services of nursing agency personnel only when necessary, and may utilize outside contract help in areas of maintenance, clerical services and some clinical services. When outside personnel are utilized, applicable licensure, certification, and competency are assured and verified prior to performing duties at MultiCare Valley Hospital. Department Directors are responsible for coordinating appropriate staffing levels and contingency plans on all shifts including weekends and holidays.

In the absence of a Director, the Administrative Supervisor assumes this primary function. The Director assumes 24-hour ultimate responsibility for their areas unless other arrangements have been made. Additionally there is a member of Administration on call 7 days a week, 24 hours a day.
Department Scope of Service

Each department defines their goals, scope of services, skill levels, staffing plans and performance improvement focuses. These plans are reviewed and revised at least annually.

Each patient is assessed by the appropriate disciplines beginning with admission and progressing through discharge. Assessments/reassessments are documented in the patients' medical records and are used as a means for collaboration of patient care among disciplines. Information is exchanged in this manner as well as, through multidisciplinary patient care conferences.

Medical Staff assessment/reassessment: The medical staff assessment/reassessment including physician orders, consults and daily progress notes are defined in the medical staff By-laws and rules and regulations.

Observation Patients

Patients generally requiring less than 24 hours of care are admitted as observation patients to the Medical-Surgical Unit. Staffing for these patients is provided for under the staffing plan for the Medical-Surgical area.

Emergency Department

The Emergency Department is a Level III Trauma Designated Department. The unit consists of 18 emergency beds and two trauma beds. The Emergency Department is operational 24 hours a day, seven days a week with 24-hour physician coverage to care for an average of 118 ED visits per day. The department is staffed with trained and licensed staff to provide quality care to all patients served. All registered nurses are BLS, ACLS, PALS and TNCC certified. Other support services available to patients in the department include, but are not limited to Respiratory Therapy, Laboratory, Medical Imaging, Physical Therapy, Nutritional Services and Case Management. The Emergency Department provides assessment, evaluation, stabilization and management of all life-threatening emergent, urgent, and non-urgent conditions of all age groups.

The Meditech computerized registration system is used for all patients seen in the Emergency Department. This system allows for a computerized record of the patient's visit and provides medical record data for subsequent visits. Meditech data is also useful for the Emergency Department's performance improvement activities and provides many reports which are useful in meeting regulatory requirements.

This Department is coordinated by a Nurse Director who is assigned 40 hours per week of work primarily Monday – Friday, and available 24/7. The Director also has an Assistant Unit Manager who assists with day to day operations. The Director is responsible for day-to-day operations in the Emergency Department including staffing, budgeting and payroll as outlined in the position description. In addition, the department has an assigned Medical Director who assists with operational management and oversees the clinical work flow and competencies of the medical staff.

ED Staffing Plan

All staff members within the emergency department have documented evidence of competency in key skills specific to the care of the Emergency patient and Advanced Cardiac Life Support. Full and
part-time personnel are utilized to staff the area to provide adequate coverage for the average visits per day. Additional staffing requirements will be met by the use of PRN personnel oriented to the ED and with verified ED competencies. The Emergency Department Registered Nurse is generally staffed at a 1-3-4 based on intensity of need.

Nurses in the ED work 8, 10 and 12 hours shifts. The skill mix consists of Registered Nurses, Emergency Department Technicians and Clerical support. Shifts are staggered based on volume trends.

A Registered Nurse is responsible for nursing care in the Emergency Department. An RN will perform all nursing functions requiring the skill, knowledge, and experience of a registered nurse. The nursing staff is able to monitor and maintain the stability of cardiopulmonary, metabolic, and thermal functions, assist with special procedures such as lumbar punctures, endotracheal and chest tube insertion, and perform emergency resuscitation. Emergency services provide care and services in accordance with the Emergency Nurses Association.

**Critical Care Unit**

The goal of the Critical Care Unit is to provide nursing care to the critically ill. The unit has 10 beds. The unit is operational 24 hours a day, seven days a week. The Critical Care Unit focuses on the care of severely ill patients who require Critical monitoring and care it is the responsibility of the Critical Care Unit Staff to meet the needs of our patients within our care of utilizing the standards of critical care nursing practice. Patients are candidates for admission to the Critical Care Unit when skilled, critical care nursing and or monitoring offers an improved chance of recovery from serious illness or when treatment of modalities being employed preclude care on a general care unit, such as the use of mechanical ventilators, vasoactive intravenous infusions, etc. Registered Nurses, Respiratory Therapists, Physical Therapists, Dietary and Case Management/discharge planning personnel provide the interdisciplinary approach to patient care and family support, and provide skills and services to the adult patient population.

There is a full time Nursing Director of Critical Care/Progressive Care Unit along with one Assistant Unit Manager. The unit is staffed with RN's who are ACLS and TNCC certified nurses. Staffing is based on census patterns and acuity. Generally there is a 1:2 staffing standard with unit secretory support. This is based on a critical care/intermediate care patient mix.

**Perioperative/Procedure Services**

MultiCare Valley Hospital Perioperative/Procedure Services serves the adult and pediatric population. The hours of operation are 5:00am to 9:00pm Monday through Friday. Hours may be flexed to meet the needs of the scheduled procedures.

Perioperative/Procedure Services may be utilized by any staff physician or physicians who abide by the non-staff rules and regulations. Services include pre-op evaluations, pre and post-operative care of the surgical, radiology and endoscopy patient.

- **Gastroenterology**
  - EGD, (EGD may also include dilation), Colonscopy, Flexible Sigmoidoscopy, ERCP, PEG tube insertions
• **Pulmonology**  
  Bronchoscopy, Bone Marrow Biopsy, TEES, Infusion Therapy, Procedural Sedation

• **Vascular Medicine**

• **Podiatry**

• **Neurology**

• **Oncology-Hematology**  
  Bone Marrow Aspirations

• **Nursing Procedures**  
  Outpatient Lab draws, Outpatient EKG's, IV Therapy, injections, Port Flushes  
  Foley Catheter Insertion/removal Instillation of medication and flushes. Pre-operative evaluation teaching, assist with physician procedures, IV Moderate Sedation, Urinalysis

---

**Perioperative/Procedure Staffing Plan**

All Perioperative/Procedure staff has documented evidence of competencies in key skills necessary to assist with the above listed procedures as well as IV sedation. Full and part-time staff is utilized in the Perioperative/Procedure based on the average number of cases per day which is 36. Additional staffing needs are met by utilizing cross-trained or PRN staff with documented competencies. Staff is flex-scheduled to meet the department needs based on the procedures-patients scheduled.

**Staff Includes:**
Nurse Director (RN)  
1 Unit Manager  
Staff RNs  
HUCs  
Patient Care Assistants (PCA)  
Nursing Assistants (Certified) NAC

On call staff is available for endoscopy procedures after 9pm and on holidays and weekends.

---

**Respiratory Care Services**

The Respiratory Care Department is operational 24 hours a day, 7 days a week, providing patient care in accordance with protocols established in the treatment, management, control and diagnostic evaluation to all age groups.

Respiratory Therapy is provided in all patient care areas, inpatient and outpatient. Services Include:

- Mechanical ventilation  
- Oxygen therapy  
- Pulmonary Function Testing  
- Electrocardiograms
- Aerosol Therapy
- Mist tents
- Chest physiotherapy, postural drainage
- Incentive Spirometry
- Pulse oximetry

**Respiratory Therapy Staffing Plan**

The Respiratory Therapy Department is staffed by personnel that have been trained, licensed and oriented to the department and include a coordinator and RRTs.

All staff members within the Respiratory Therapy Department have documented evidence of competency in key skills specific to job related respiratory functions. Full time and PRN staff is utilized to provide adequate coverage for the average workload. Staff in the department works primarily 12-hour shifts with a minimum of 3 therapist on duty at all times. The coordinator of the department takes call and is available as needed. In the event the coordinator is unavailable, another therapist is on call for situations requiring more staff.

**Surgical Services**

**Operating Room / Day Surgery**

Operating Room consists of 9 OR suites providing diagnostic and therapeutic surgical procedures for elective inpatients and outpatients and those requiring emergency surgery. The population is primarily adult and geriatric but includes pediatric and adolescent surgical cases. The OR services provided include procedures related to all surgical specialties including OB/GYN, ophthalmic, ENT, orthopedic, dental, general, laparoscopic procedures, urology and pain procedures.

The department provides 12 hours of regular surgical coverage Monday through Friday and is covered by "on-call" personnel during off-hours. The staff includes RN's and Scrub Techs. Various duties are performed including circulating, scrub, recovery and providing Pre-op care for Day Surgery patients.

**Operating Room Staffing Plan**

Surgical Services/OR and PACU have one Director along with one Unit Manager. All staff members within the operating room have documented evidence of competency in key skills specific to Perioperative care. Full and part-time personnel are utilized to staff the area to provide adequate coverage for the average number of cases per day, which is 26 per day. Additional staffing requirements will be met by the use of PRN and on-call personnel oriented to the OR and with verified perioperative competencies. Patient care hours are assigned at a rate of 13 hours per inpatient surgery and 12.0 hours per outpatient surgery, which includes all Perioperative areas.

Staff members in the OR primarily work 8 hour shifts and consist of the Manager, Pre-op nurse, Circulating nurse and Scrub Technician for each use.
Post Anesthesia Care Unit (PACU) and Day Surgery

The PACU is located adjacent to the OR suites. It is a dedicated area for the care of the post-surgical patient recovering from general or regional anesthetic, receiving monitored anesthesia care and pain management procedures. The patient population is primarily adult and geriatric but will include pediatric and adolescent surgical cases. Day surgery patients are often recovered and discharged from this area.

The PACU can provide services 24 hours a day, 7 days a week. Normal operating hours are 6:00 am to 8:00 pm Monday–Friday. The remaining hours are staffed by "on-call" personnel.

PACU Staff Plan

All nurses working in the PACU have documented evidence of competency in key skills specific to post anesthesia care. Full and part-time personnel are utilized to staff the area to provide adequate coverage for the average number of cases. Additional staffing requirements will be met by the use of PRN or cross-trained personnel oriented to the PACU and with verified post anesthesia care competencies.

Central Sterilization

Central Sterilization is a department providing support services to the perioperative area and the facility in the area of sterilization of instruments and equipment. Operating hours are from 05:30 am to 8:30 pm Monday through Friday and may be adjusted according to scheduled surgical cases. This area is staffed with a central sterilization technician who has documented evidence of competency in key skills specific to the position.

Perinatal Services

Family Centered Perinatal Services are provided in our state of the art Birthing Center. The Birthing Center consists of eight LDR rooms, Newborn Nursery, two ante/post-partum rooms and service/support areas. C-Sections are done in the operating room. Special services provided in the Birthing Center include: Antepartum care, non-stress testing, stress testing, routine and emergent obstetric triage, labor observation, pre-term labor management, vaginal and C-section deliveries, VBAC deliveries, complications of pregnancy care, pain management (including epidural anesthesia), forceps and vacuum assisted deliveries, care of the normal and stressed newborn, and postpartum care. Rooming-in of the newborn with family is encouraged when appropriate. Patient education is individualized to the needs of the obstetric patient and family.

Perinatal Services are coordinated by The Director of Women’s Center, who is responsible for the day to day operations of the unit, including staffing, budgeting, payroll, staff development, continuing education and other management duties as outlined in the position description.

The delivery of nursing care is guided by the Nursing Process and unit specific policies that utilize the AWHONN, ACOG, AAFP, AAP standards of practice, and approved guidelines from the State of Washington. Registered Nurses coordinate and deliver the care in this unit. All staff is required to have documented evidence of competency in key skills specific to this patient population, including current Neonatal Resuscitation, BLS, ACLS and fetal monitoring. Full-time, part-time, and PRN personnel are
utilized to staff the unit for the patient census. Nursing staff primarily work 12-hour shifts with a minimum of three RN's per shift.

**Medical Unit**

The Medical units consist of two units comprised of 44 beds on 3rd floor and 15 beds on 1North serving the adult population. The units are operational 24 hours a day 7 days a week. Special services include but are not limited to care of medical, cardiac, neurology, GI patients, telemetry capability and managing peripheral and central IV therapy.

**Medical Staffing Plan**

The nursing process, a modified team nursing model, unit specific policies, ANA standards and Washington Board of Nursing standards guide the delivery of nursing care.

Registered Nurses serve as team leaders and coordinate the care of the patients on these units. Registered Nurses serve as direct caregivers coordinating care with Nursing Assistants Certified.

All members within the Medical units have documented evidence of competency in key skills related to the care of the Medical/Surgical patient. Full and part-time personnel are utilized to staff the area to provide adequate coverage for the average patient census. Additional staffing requirements will be met by the use of PRN personnel oriented to the Medical - Surgical unit and with verified competencies.

This unit is coordinated by the Director of the Medical and Surgical/Orthopedic units, assigned 40 hours per week primarily Monday-Friday along with a unit Manager. This manager is responsible for supporting day to day operations, including staffing and payroll as outlined in the position description.

Staff on this unit work 12 hour shifts. Patient care assignments are at a 1:5 day shift and 1:6 night shift RN staffing standard, with unit secretary and certified Nurse Assistant support. Ratios may be adjusted depending on acuity of patients.

**Surgical and Orthopedic Staffing Plan**

The Surgical/Orthopedic unit consists of 16 beds serving the adult population. The unit is operational 24 hours a day 7 days a week. Special services include but are not limited to care of surgical/orthopedic patients, telemetry capability, peripheral and central IV therapy, rehab services, wound and pain management.

The nursing process, a modified team nursing model, unit specific policies, ANA standards and Washington Board of Nursing standards guide the delivery of nursing care.

Registered Nurses serve as team leaders and coordinate the care of the patients on this unit. Registered Nurses serve as direct caregivers coordinating care with Nursing Assistants Certified.

All members within the Surgical/Orthopedic area have documented evidence of competency in key skills related to the care of the Medical/Surgical patient. In addition certain staff members
have documented competency in care of the orthopedic patient. Full and part-time personnel are utilized to staff the area to provide adequate coverage for the average patient census. Additional staffing requirements will be met by the use of PRN personnel oriented to the Medical/Surgical unit, and with verified competencies.

This unit is coordinated by the Director of the Medical and Surgical/Orthopedic units, assigned 40 hours per week primarily Monday – Friday along with a unit Manager who is responsible for supporting day to day operations, including staffing and payroll as outlined in the position description. Staff on this unit work 12 hour shifts. Patient care assignments are at a 1:5 day shift and 1:6 night shift RN staffing standard, with unit secretary and certified Nurse Assistant support. Ratios may be adjusted depending on acuity of patients.

**Pediatrics**

MultiCare Valley Hospital does not admit for any inpatient care. Pediatric surgical patients under the age of 12 years or under 50kg with no underlying medical conditions (asthma, diabetes, etc.) requiring 24 hour observation will be transferred to a nearby hospital who provide inpatient pediatric

Adolescent surgical patients 12 years and older and greater than or equal to 50kg with no underlying medical conditions (asthma, diabetes, etc.) will be admitted to the adult surgical/orthopedic unit for observation status only.

**Pharmacy Services**

The Pharmacy Department provides pharmacy services 7 days a week. Monday through Friday hours: 0600-2330. Saturday and Sunday 0700-2330. A designated pharmacist is on-call and available for consultation and may return to the hospital if needed during non-pharmacy hours. During these non-pharmacy hours all medication orders are reviewed by a remote order entry pharmacist at MultiCare Deaconess Hospital prior to their distribution and administration. During hours when the Pharmacy is closed there is no access granted to anyone other than a licensed Pharmacist.

The Pharmacy Department consists of the following personnel:

a. Pharmacy Director
b. Pharmacists
c. Pharmacist Specialists
d. Certified Pharmacy Technicians
e. Pharmacy Purchasing Agents
f. Pharmacy Interns/Externs
g. Volunteers

The Pharmacy Department provides services to both inpatient and outpatients in the areas of General Medicine, Surgery, Pediatrics, Neurology, Respiratory, Nephrology, Obstetrics, Critical Care, Coronary Care, Progressive/Acute Care, Oncology, Orthopedics, and Emergency Medicine. Neonatal Care, hyperbaric treatment, and comprehensive wound care are provided at VH only. Activities include the preparation and distribution of oral, injectable, and topical medication, intravenous admixtures, parenteral nutrition, monitoring the use and effects of medications, identifying opportunities to reduce medication related medical errors, and to provide drug information and education to health care providers, patients and families.
Laboratory Services

The clinical laboratory is located in the main building of MultiCare Valley Hospital. This department is staffed 24 hours a day 7 days a week.

Services include:
- Collection of blood samples by venipuncture or heel/finger stick
- Testing of blood and other body substances in all areas of clinical laboratory to include hematology, chemistry, immuno-assays, serology, coagulation, arterial blood gases and blood storage.

Services referred outside to accredited agencies include:
- Microbiology
- Immunohematology
- Parasitology
- Immunology
- Esoteric testing
- Special Microbiology (AFB, Mycology, Virology)

Patients served include neonates through geriatrics. The laboratory evaluates all results for appropriateness based on diagnosis, condition, age, sex, and previous test results if known. This department assures accuracy by daily quality control through analytical runs and external proficiency testing to correlate values with national standards.

Laboratory Staffing Plan

The laboratory is directed by a pathologist as the Medical Director and managed on site by the Director of Laboratory Services.

The on-site Director is assigned five days per week, Monday through Friday, and is always available (except which on vacation or business outside of the area) by phone or pager. For those times, the Lead Technologist is in place to handle laboratory-related issues. The Medical Director is assigned five days per week, Monday through Friday and is available at all times (except when on vacation or business outside of the area) by pager. For those times, another pathologist (the Medical Director's partner) who is familiar with our laboratory is in place to handle laboratory-related issues.

Personnel that have been trained certified and oriented to this department staff the laboratory and include Medical Technologist (MT), Medical Technicians (MLT), and Phlebotomists. These staff members assume full responsibility for all patients treated in this department and assures all diagnostic testing is performed with the highest degree of competency.

All staff members within the laboratory have documented evidence of competency in key skills specific to job related laboratory functions. Full and part-time personnel are used to provide adequate coverage for the average workload.
Diagnostic Medical Imaging

The Diagnostic Medical Imaging department is located in the main building of MultiCare Valley Hospital. Services are generally provided in the department; however other areas such as ER, surgery, and inpatients on the floor can be serviced with the use of portable equipment. This department provides services 24 hours per day, seven days per week through on site and on call personnel.

Services include:

- General diagnostic radiology including fluoroscopy and tomography
- Special procedures such as guided fine needle biopsy
- Ultrasonography
- Diagnostic nuclear medicine
- Mammography
- Interventional Radiology
- MRI
- Computerized Tomography

All contracted service providers have documented position descriptions, evaluations and competency assessments.

All imaging studies are performed under the supervision of a radiologist. A Radiologist is available 8:00am to 7:30 pm, Monday through Friday, 8:00 am to 5:00pm on Saturday and Sunday, and evening radiologist coverage is available by tele-radiography.

Imaging Staffing Plan

The imaging department is directed on-site by the Director of Imaging Services. This director is assigned five days per week, Monday through Friday, and is always available (except when on vacation or business outside the area) by pager.

Personnel that have documented training, certification/licensure and have been oriented to this department provide the imaging services. These staff members assume full responsibility for all patients treated in this department and assures all diagnostic testing is performed with the highest degree of competency.

Staff includes:

- Department Director
- Board Certified Radiologists
- Radiological Technologists
- Ultrasonographer
- Nuclear Medicine Technologists
- CT Technologists
- Mammography Technologist
- MRI Technologist
Staffing is based on the frequency and complexity of the testing ordered and staffing guidelines. Full and part-time personnel are used to provide adequate coverage for the average workload, which are 45 procedures daily. Additional staffing requirements will be met by the use of PRN personnel with previous imaging department orientation and training.

In-house coverage is:

- Radiology: 24 hours – 7 days a week
- CT: 24 hours – 7 days a week
- Mammography: 7:30am–4:00 pm
- Ultrasound: Monday- Friday, 7:00am-2:00am
  Saturday & Sunday, 9:00am-9:30 pm
- Nuclear Medicine: Monday- Friday, 6:30am-4:30pm
- MRI: Monday-Friday 8:00 am-8:30 pm

All other times are covered by staff rotating call and are available via phone or pager.

**Cardiac Cath Laboratory**

The Cardiac Cath Laboratory provides scheduled diagnostic imaging of the heart and coronary arteries for diagnosis and future treatment planning of cardiac disease. This involves using imaging contrast medium to visualize cardiac vessels and measures certain pressures within the heart to include but not limited to right atrial pressures, right ventricular pressures, pulmonary artery wedge pressures, let ventricular pressures and ejection fraction.

Hours of operation are Monday- Friday 8-4:30. All cases are scheduled. The diagnostic laboratory does not offer emergent diagnostic catheterization or cardiac interventions.

The Cardiac Cath Laboratory is managed by the Director of Critical Care and is coordinated with the Director of Imaging. Procedures are staffed with a Registered Nurse, Radiology Technician, and CV Technicians.

**Rehabilitative Services**

The Rehabilitative Services Department provides professional and multidisciplinary service, including Occupational Therapy, Physical Therapy, and Speech Language Pathology to inpatients, observation patients and outpatients for diagnostic swallow evaluations. The purpose of rehabilitative services is to treat disease, injury, and disability by evaluation, examination, and use of rehabilitative procedures, exercises, and physical agents including, but not limited to, mechanical devices, heat, and cold, in the aid of diagnosing, and evaluation of patients; to prevent or minimize residual physical and mental potential within their capabilities: and to accelerate convalescence and reduce the length of the functional recovery.

Services include but are not limited to:

• Speech Pathology for Speech/Language assessment and therapy as well as swallow evaluations, swallowing treatment and modified Barium swallowing studies.

Full time services are available Monday through Friday, 8:00am – 4:30pm. For weekend and Holiday coverage a Physical Therapy Assistant is available to provide established therapy procedures while a Physical/Speech/Occupational therapist is available on an on-call basis for new patients.

**Rehabilitative Services Staffing Plan**

The acute care physical therapy department is staffed Monday through Sunday and holidays except Christmas Day. Occupational and Speech therapy are available Monday through Friday. Occupational Therapy and Speech therapy are on-call Saturday and Speech therapy is also on-call Sundays for bedside swallow evaluations.

**Patient and Staff Education Services**

This service is responsible for the coordination and documentation of nursing orientation and training of employees. Services of this department include but are not limited to:

- Nursing Orientation
- Employee development/education
- Self-learning activities
- Development of on-line learning education
- Staff support in patient education with new diagnosis or barriers
- Community Education in conjunction with the Marketing Director
- Assist in coordination of medical staff education as needed

This department is staffed by two Registered Nurses with documented evidence of competency in key skills specific to job related functions. Inservice training is provided by personnel with documented proficiency on the inservice topic.

**Volunteer Services**

MultiCare Valley Hospital provides supplementary services for our patients and employees through the use of trained volunteers. The purpose of the volunteer organization is to render service to MultiCare Valley Hospital in accordance with the objectives established by the hospital, all such services shall be charitable and not for profit. Volunteers are permitted to work only in service areas in which they have been properly trained.

**Maintenance, Plant Operations and Security**

This department is located in the annex behind the Hospital building. Plant Operations/Maintenance assumes responsibility for all utilities including distribution, planned maintenance repairs and
replacements. The Security Department assumes Security responsibility for all patients, visitors, staff and physicians.

The Engineering Director oversees and assumes accountability for the development and implementation of environmental safety and security of patients, visitors, staff and physicians.

The Maintenance department is operational Monday-Friday, 6:00am – 10:00 pm (on-call from 10:00 pm to 6:00am) & Sat/Sun from 6:00am to 4:00 pm (on-call from 4:00pm to 6:00am.) A Biomedical department is operational Monday-Friday 7:00 am- 3:30 pm and rotates call for evenings and weekends. Security is staffed 24 hours a day/7 days a week.

Additional responsibilities include:

- Readiness of all life support and safety systems
- Interim life safety protocols when the facility is under construction
- Repair and maintenance of the facility grounds
- Supervision of service contracts for the building/grounds
- Development, implementation of Fire and Disaster plans
- Support and exercises strict economy in the consumption of fuel, water, gas, electricity and all supplies
- Development and implementation of Security

The four basic goals of security include, but are not limited to: personal protection, property protection, facility protection, and parking/traffic control.

Staff includes:

- Engineering Director
- Security Department Personnel
- Maintenance Mechanics
- Biomed Technician

All staff within the department has documented evidence of competency in key skills and job-specific procedures.

**Housekeeping**

The Housekeeping Department provides cleaning services for the hospital and Medical Office building.

The services include:
- Removal and management of soiled linen, biomedical and solid waste
- Cleaning of patient rooms and common areas
- Cleaning of special procedure areas

Housekeeping staff are available Monday-Sunday 24 hours a day. All staff within the housekeeping department has documented evidence of competency in key skills and job-specific procedures. There are full-time, part-time and on-call housekeepers who provide adequate coverage for the workload generated by a 200,000 square foot building. The Housekeepers are under the management of the Director of Support Services.
Dietary

The Dietary Department runs a full room service menu from 7:00am to 6:30pm or 3 meals a day, plus nourishments, meeting the current recommended allowances of the National Research Council and following the attending physician’s written orders for special diets, between meal feedings or supplemental feedings. Nursing Service completes a Nutritional Screening Tool within 24 hours of admission. Patients triggered to be nutritionally at risk are seen by a Registered Dietitian, who collects additional data for the nutritional assessment. The Dietitian is available daily. A written assessment and plan is completed within 24 hours, signed by a Registered Dietitian and placed in the patient’s medical record. The Registered Dietitian also provides inpatient dietary instructions as needed.

Financial Services

Business Office

The Business Office is responsible for all billing operations within the facility. The office is operational Monday through Friday, 8:00am-4:30pm. Services provided include:

- Billing
- Financial Counseling
- Collections
- Complaint Resolution

Business Office Staffing Plan

Staff includes:

- Director
- Billing and follow-up Specialists
- Denials Management
- Patient Advocates
- Cashiers

Patient Access Department

Patient Access registers patients including outpatient, observation, inpatient and ED; Collection of accurate demographic information; Collection of correct insurance information for proper billing; Obtain correct insurance benefits (co-pays, deductibles, pre-certification, referrals and authorizations); Appropriate documentation as relates to patient accounts.

Staffing: Emergency Department: 24/7, Outpatient: 12hr M-F.
Accounting Department

The Accounting Department ensures that the financial records of the hospital, including but not limited to the balance sheet, income statement and related statistics are accurate and timely. The department monitors the budgetary and other financial goals of the hospital and disseminates this information to the administrators and department managers.

The department ensures all legal and regulatory filings, and corporate filings of a financial nature are completed accurately and timely.

The department is open from 8:00 am- 5:00 pm Monday through Friday.

Accounting Department Staffing Plan

- Director of Finance
- Controller
- Payroll Supervisor

Materials Management

The Materials Management Department is open Monday through Friday 8:00 am until 4:30 pm. After hours and weekend access is available through the Administrative Supervisor.

This department is responsible for all supplies utilized within the facility. Staff includes a Director, a Manager and full time supply clerks.

Human Resources

The Human Resources Department is responsible for the recruitment, selection, orientation, retention, and compensation for all hospital employees. The Director provides management/consultative services in employee/labor relations, and compliance activity regarding laws/regulations, which impact on the employer/employee relationship. The Director provides services to Managers in the areas of management development and conflict prevention/resolution.

Services of the department include but are not limited to:

- Orientation of new employees
- Employee/labor relations
- Employee satisfaction surveys
- Employee performance/productivity improvement systems
- Benefits Administration

The activities of the Human Resources Department are conducted in compliance with guidelines set forth by laws governing civil rights, wages and hours, labor relations, employee health and safety and within other federal, state and local requirements.
Recruitment and Retention

Considerations:

The following are taken into consideration with regard to Recruitment & Retention:
- Hospital Mission, Vision and Values
- Medical Staff Satisfaction Surveys
- Patient Satisfaction Surveys
- Employee Satisfaction Surveys
- Identified learning needs resulting from PI activities
- Educational needs identified by personnel
- Availability of healthcare skills within the community

Recruitment

Except for key hospital management recruited by MultiCare Health Systems, the Human Resources Department initiates recruiting efforts once an employee need has been identified and approved. The hiring director and Human Resources Director should jointly select the most effective means of generating applicants (i.e. internal posting, screening previous applications and employment agencies).

Applicant Screening

The Human Resources Department will screen all applications (existing and potential employees) for basic job specifications.

Equal Opportunity Policy

It is the policy of MultiCare Valley Hospital to provide equal employment opportunity to all employees and applicants for employment regardless of any individual’s race, religion, sex, national origin, age, disability or any other protected class status in accordance with applicable local, state, and federal laws. This policy applies to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

Job Postings

When job openings arise, qualified internal candidates will be given full consideration in filling those openings. Openings for positions below Administrative level positions will be posted on the hospital website for a minimum of 7 calendar days.
Retention

MultiCare Valley Hospital is committed to providing a workplace which allows for and promotes employee satisfaction through career growth and development and a generous benefit package.

The following variables are offered to employees based on specified criteria:

- Annual cost of living increases
- Flexible benefit package including medical, dental, vision, 401k, life and disability insurance
- Tuition reimbursement
- Continuing education offered through in-house education
- Paid Education Leave
- Annual Service Award event
- Monthly Employee Recognition
- Annual Hospital Week celebration
- Holiday dinners and barbecues
- Shift differentials
- Employee discounts
- Paid time off and sick time
- Jury duty and bereavement pay
- Leaves of absence

Information Systems and Technology (IS&T)

Information Systems and Technology (IS&T) supports all of the hospital's and clinic's information needs, including computers, software, networking, telecommunications, Internet and Intranet and support is available 24 hours a day.

Staff includes:

- A CIO (Chief Information Officer)
- 48 FTE, plus a varying number of special-project contractors
- Technical Services Manager
- Security Manager
- Application Manager
- Customer Service and Operations Manager
- Project Manager
- Applications analysts
- Desktop Support specialists
- Network analysts
- Telecom technicians
- System Admin analysts
- Clinical Informatics specialists
- Service Desk (helpdesk) specialists
- SharePoint (Intranet) specialist

The majority of the staff is located at MultiCare Deaconess Hospital where the data center is also located, with a few located at MultiCare Valley Hospital and the MultiCare Rockwood Main Clinic.

Services include:

- Support EMR application for all entities
• Support all 3rd party applications (400, plus)
• Support desktops and all IT hardware across the enterprise
• Maintain the Deaconess data center
• Provide helpdesk phone support 24x7x365
• Support phone systems for all entities
• Manage all IT implementations and upgrades
• Provide networking and network security across the enterprise

Risk Management

The Risk Management is responsible for evaluation of the potential risk and liability concerns in relation to all aspects of patient care and visitor concerns throughout the facility. The Risk Manager identifies trends in patient care and safety issues such as OSHA, confidentiality, and hazardous waste disposal. The Risk Manager assists the Infection Preventionist as needed in the surveillance, prevention and control of infection for the hospital. All departments have a defined role and scope of responsibility/participation in this program.

Staff for this department includes:
• Risk Manager (RN)

The staff is available Monday through Friday 8:00am-4:30pm, and after hours as needed.

Infection Control

The Infection Preventionist will oversee the Infection Control Department and the hospital’s infection control plan. The Infection Control Program exists to evaluate, influence, and improve the quality of healthcare within the hospital by preventing disease transmission through a sound epidemiological approach to patient care.

Through surveillance, education of staff, continuing education of Infection Control personnel, maintaining awareness of guidelines and recommendations published by professional organizations, and collaboration with the public health department, the Infection Control program is committed to:
• Preventing adverse outcomes/hospital-associated infections
• Improving patient care by supporting the staff in all areas of the hospital as appropriate
• Minimizing occupational hazards associated with the delivery of healthcare
• Fostering scientific-based decision making

The Infection Preventionist will oversee the infectious disease/immunization status aspect of the Employee Health Program.

Policies, procedures and activities regarding the Infection Control Program/Employee Health will be reviewed and updated regularly with collaboration and approval via the Infection Control Committee.

Infection Preventionist personnel will be readily available for consultation whenever needed.
Case Management

The primary focus of the Case Management Department of MultiCare Valley Hospital is to ensure appropriate resources are utilized in a cost-effective manner to meet the health care needs of the patient. The Case Management department is staffed with Director, RN Case Managers, MSW (Masters of Social Work), and a Case Management Assistant. These staff members provide for the functions of Utilization Review, Discharge Planning, Resource Management and Social Services. Services are available for all inpatients and outpatients, including those patients who may require service in the Emergency Department, regardless of age or payor source. Multidisciplinary care conferences are held to review resource management, discharge plans, nutritional, respiratory, nursing and rehabilitative needs.

These staff members are available Sat-Mon 12 hours, Tues-Wed 8 hours, Thu-Fri 8 hours.

Health Information Management

The centralized Health Information Management department shall provide functional support to all components of the health care facility and the various departments with respect to health information management services.

These functions include:

- Patient identification and numbering system
- Creation and monitoring of medical record documentation
- Quality assurance and utilization review studies
- Release of information, coordination of patient access to data and response to court subpoena and depositions
- Dictation and transcription service
- Statistical abstracting and indexes
- Coding of accounts for Final Billing
- Financial reimbursement support data
- Chart tracking system
- Special studies for medical staff committee reviews
- Financial reimbursement support data, including chart tracking system
- Assistance in complying with legal and regulatory provisions and accrediting agency standards concerning healthcare data
- Data security, privacy, and confidentiality processes
- Inservice education and training for professional and support staff
- Assistance in research studies
- Access to patient care data for direct care purposes

Hours of Operation and Staffing

The services of the department shall be made available Monday through Friday, 8:00 am-4:30 pm. The department also provides weekend and evening transcription services. In the event that an emergency request is made after hours the Nursing Supervisor shall have access to the department to retrieve critical information.
Staff includes:
- Director
- Technicians
- Coders

Staffing for this area is based on Business Days.

**Annual Review**

The Hospital Plan for Patient Care Services is reviewed annually in October with the Department Directors and Quality Improvement Council and will reflect:

- Changing patient populations
- Patient requirements for care
- Existing and proposed patient care programs
- Effectiveness of the plan in meeting these requirements
- Ability of the hospital to attract and retain staff
- Trends in staff variances
- Applicable Performance Improvement activities
- Customer (patient, employee, physician, etc.) satisfaction data
- Changes in Joint Commission standards, CMT-Conditions of Participation

This plan is subject to review and revision at any time when patient care needs or outcomes have changed. This is reflected in findings from utilization review, risk management, quality monitoring or staffing variance reports.
APPROVALS:

[Signatures and dates]

Director of Quality

Date

Quality Improvement Council Chairman

Date

Chief of Staff

Date

Valley Hospital President

Date

Board of Trustees Chairman

Date